

MINUTES  
FACULTY SENATE MEETING  
JANUARY 14, 2003

1. Call to Order: The Faculty Senate meeting was called to order at 2:36 p.m. by President Kinly Sturkie. Guests were recognized by President Sturkie.

2. Approval of Minutes: The Faculty Senate Minutes of December 10, 2002 were approved as distributed.

3. Free Speech: Franklin Davis, Student Government Pro Temp, informed the Faculty Senate that the Student Government would like to have a social with the Faculty Senate. Senators are to forward possible dates to Dale Linvill for early February for this event.

4. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Pamela Dunston stated that there was no report. The next meeting will be on January 21, 2003 at 3:00 p.m.

2) Scholastic Policies – Chair Nancy Walker reported that the committee will meet next week. The main topic for discussion will be electronic syllabi. Jerry Reel, Senior Vice Provost, will join the committee for this discussion. Senator Walker referred to an article in the Chronicle of Higher Education regarding the number of institutions striving to be in the Top 20. It was suggested that the Faculty hold an open forum on campus, including the Provost, vice presidents, to share concerns and questions regarding this issue.

3) Research Committee – Chair Nadim Aziz stated that the committee will meet next week. He reminded the Senate of the Research Forum scheduled for February 6, 2003, from 8:00 a.m. until noon, at the Madren Center.

4) Finance Committee – Chair Daryl Guffey reminded the lead senators to ask colleagues about possible concerns regarding the money flow among institutions and centers.

5) Policy Committee – Chair Eleanor Hare submitted the Committee Report dated December 12, 2002 (Attachment A) which the Provost attended and noted that it was a productive meeting. Post-tenure review issue will be looked at again due to the fact that the deans had some concerns about changes that were previously passed by the Senate. The Provost assured the committee that promotion replaces post-tenure review. The Provost discussed a possible internal search for the two interim dean searches due to budget cuts. The committee approved such a unique search.



b. University Commissions and Committees

1) Budget Accountability Committee – Senator Brenda Vander Mey noted that the salary reports are online and that any questions can be forwarded to her. The Performance-Based Salary Increase Survey has been mailed to all faculty. Thus far, she has received 284; sixteen (16%) percent response rate.

2) Women's Commission – Senator Vander Mey reported that a comparative analysis of Clemson University is wending its way through the University and will soon be shared with the Faculty Senate. The Commission, along with other campus groups, is sponsoring a visit by Dr. Bernice Sandler in March.

5. President's Report: President Sturkie:

a. thanked Pat Smart for her service as Faculty Representative to the Board of Trustees and introduced Alan Grubb as the new Faculty Representative. Pat Smart will continue to serve as the liaison between the Provost's Office and the Faculty Senate.

b. thanked those Senators who attended the Great Class of '39 Celebration and the Bell Monument Ceremony honoring this year's recipient, Hap Wheeler, noting that both events were quite enjoyable.

c. stated that committees are being constituted for the evaluations of deans. Due to the time delay, the calendar for these evaluations will be adjusted in each college so that faculty will have three full weeks in which to respond.

d. noted that the Board of Trustees will meet on January 30 and 31, 2003 and encouraged committee representatives and senators to attend meetings as their schedules permit.

e. informed the Senate that he had asked Thornton Kirby, Executive Secretary to the Board of Trustees, if a meeting could be held while the Trustees were on campus to discuss the nondiscrimination policy.

f. reminded the Senate that nominations for Faculty Senate officers are now being accepted and that the slate will be approved at the next Executive/Advisory Committee meeting. Election will be held at the March Senate meeting.

g. informed the Senate that due to budget constraints, the Provost would like to entertain a unique process regarding the interim dean positions in two colleges. The process would be to have an internal search and hire a dean to serve for three years. The Provost will send out a web-based survey to the faculty in these two colleges to find out if this process is acceptable. She will then make the decision how to proceed.

h. stated that there have been concerns regarding how to keep people from penetrating computers to obtain data. A problem to be addressed is that some individual departments have their own servers. We have invited two DCIT staff members to attend the next Executive/Advisory Committee meeting to discuss this issue.



i. stated that he had written a letter to the Provost and mentioned in a recent President's Cabinet meeting that faculty service to the University be included in the Faculty Activity System. The Provost will discuss this with the Deans.

j. noted that the salary survey for this year is on the Clemson University Office of Institutional Research website.

k. stated that he, Beth Kunkel, Chair of the Grievance Board, and Dale Linvill will meet with the Provost and Renee Roux to discuss the grievance process for both Grievance I and II petitions.

l. informed the Senate that he had written a letter to John Kelly, Vice President of PSA, reminding him that anyone with the title of "dean" should be evaluated.

m. Reminded Senators of the meetings regarding the academic emphasis areas and encouraged them to attend.

6. Old Business: None

7. New Business:

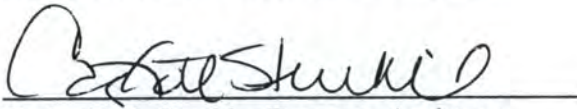
a. Nominations from the floor for election to the Grievance Board were solicited. There being none, election of faculty to the Grievance Board was held by secret ballot. Those elected were: Beth Daniell (AAH), Beth Kunkel and Webb Smathers (AFLS), Daryl Guffey (BBS), Eleanor Hare (E&S), Pat Smart (HEHD), Peg Tyler (Library).


b. It was announced that the Advisory Committee of the Faculty Senate would appoint two Grievance Counselors on January 28, 2003. Those interested were encouraged to let Cathy Sturkie know.

8. Announcements:

a. The Faculty Senate February Research Forum will be held on February 6, 2003 from 8:00 a.m. until noon, at the Madren Center.

9. Adjournment: President Sturkie adjourned the meeting at 3:37 p.m.

  
Cathy Toth Sturkie, Program Assistant

  
Connie Lee, Secretary

Absent: G. Zehnder, J. Bertrand, L. Grimes, H. Hupp, N. Jackson, J. Burns, E. Moise, E. Makram



MINUTES  
~~FACULTY SENATE MEETING~~  
FEBRUARY 11, 2003

1. Call to Order: The Faculty Senate meeting was called to order at 2:32 p.m. by President Kinly Sturkie and guests were recognized.

2. Approval of Minutes: The Faculty Senate Minutes of January 14, 2003 were approved as distributed.

3. Free Speech: Mike Ellison, Professor of Materials Science & Engineering, spoke to the Senate about "Who Restructures" (Attachment A).

4. Slate of Officers:

a. President Sturkie presented the Slate of Officer for 2003-04:

Vice President/President-Elect:

Connie Lee (HEHD)

Webb Smathers (AFLS)

Nancy Walker (AFLS)

Secretary:

Camille Cooper (Library)

Antonis Katsiyannis (HEHD)

President Sturkie asked for but received no nominations from the floor for either office.

b. Oral statements were then presented to the Faculty Senate by each candidate for office.

5. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Pamela Dunston stated that she had met with the Provost to discuss the gender pay equity issue and received very good information. Senator Dunston received a memo from Scott Ludlow containing a Report from the Task Force on Compensation which showed that Clemson University did well in terms of benefits. Information regarding the gender pay equity issue and report regarding benefits will be shared with the Faculty Senate next month. Health benefits and tobacco use are two issues still being worked on. A letter was written to our legislator, B. R. Skelton, regarding benefits, but we have not yet received a response. Alan Grubb provided an update on the Healthy Communities Subcommittee. This committee has met four times and has established communications all across the campus with its membership. Recommendations will be forwarded from this committee to coincide with



the reopening of Fike Recreation Center and a program will be in place by the time of the dedication. It will be a program worthy of the building.

2) Scholastic Policies – Chair Nancy Walker submitted and briefly explained the report (Attachment B).

3) Research Committee – Committee member, Antonis Katsiyannis, stated that the February Research Forum was successful and had great participation. A draft of the Research Ethics Policy has been forwarded to the Policy Committee. The consulting policy is currently being addressed by the Research Committee.

4) Finance Committee – Chair Daryl Guffey submitted and briefly explained the report (Attachment C). Senator Guffey also reminded the lead senators to ask colleagues about possible concerns regarding the money flow among institutions and centers.

5) Policy Committee – Chair Eleanor Hare submitted and explained the Committee Report dated January 21 and February 4 (Attachment D) and noted that an item will be addressed during New Business. Senator Hare asked specifically for input regarding the “special faculty ranks” issue.

b. University Commissions and Committees

1) Budget Accountability Committee – Senator Brenda Vander Mey submitted and explained the report (Attachment E) and noted that, at this time, the performance-based salary increase survey has resulted in a thirty-one (31%) percent response rate.

2) Black Faculty & Staff Commission – Cathy Sturkie urged Senators to encourage their African-American colleagues to consider placing their names in nomination for the Faculty Senate.

3) Facilities Planning Committee – Alan Grubb asked senators to let him know of any specific, not general, classroom deficiencies.

c. Grievance Procedure I and II Activity Reports

a. Beth Kunkel, Chair of the Grievance Board, provided an update to the report (Attachment F) (there are now three non-grievable petitions). Dr. Kunkel noted that the Grievance Board began to meet monthly over a year ago and that these meetings have been very helpful as a continuing education tool for Grievance Board members. The Board has also invited guests to attend, such as, grievance counselors and the Faculty Ombudsman.

b. As Chair of the Faculty Senate Advisory Committee (the Hearing Panel for Grievance Procedure I Petitions), President Sturkie informed the



c. Senate that there has been one Grievance Procedure I Petition filed. This Petition cited discrimination. The Hearing Panel found problems but there was no indication of discrimination. The Provost supported that view (Attachment G). There are no Grievance I Petitions being facilitated at this time.

6. President's Report: President Sturkie reported on:

a. Non-discrimination Statement – Has been handled gingerly at the request of administration. President Sturkie and Alan Grubb met recently with co-chairs of the Board of Trustees, President Barker, and Thornton Kirby to discuss this issue. It was an encouraging meeting, the discussion was frank and open, and it seems that there will be some movement.

b. Teaching Evaluations – There are approximately 3,000 classes and 75,000 forms that must be processed each semester. President Sturkie and Nancy Walker met with George Carter, who was pleased to be able to discuss this issue. If Clemson moves to laptops, many of these problems can be diminished. The problem this semester was that faculty had to have them completed before the 12<sup>th</sup> or 13<sup>th</sup> week of the semester and now we are going all the way up to the day of. President Sturkie encouraged senators, especially lead senators, to lobby colleagues for completion of teaching evaluations to be completed by week thirteen in the fifteen-week semester. Sturkie noted the frustration of going through all this work and not having one-half of the data available for annual faculty evaluations.

c. African-American Representation – Sturkie spoke with Jessyna McDonald, Chair of the Black Faculty and Staff Commission, about the desire to have greater African-American faculty participation in the Faculty Senate. They discussed what recruiting efforts might be helpful. Lead senators will be asked to communicate personally with the African-Americans colleagues to encourage them to place their names in nomination for the Faculty Senate.

d. Pay Lag Time for Graduate Students – There has been a lag time in paying graduate students which makes their lives extremely difficult. There has been a two to four-week lag time. Sturkie will meet with Ron Herrin and Lawrence Nichols to discuss this problem. Evidently, the decision to postpone payment was made by the Administrative Council for bookkeeping reasons. Dean Holaday of the Graduate School shares this concern about graduate student hardship and has already met with Ron Herrin.

e. Research Forum – The Forum was excellent. Videotape was made and will be kept in the Faculty Senate Office if Senators would like to see it.

f. Top 20 Forum – Sturkie appointed Vice President/President-Elect Dale Linvill to plan. It will be held in late March or early April in a town meeting format. We want to give everyone the opportunity to express their sentiments. Representatives from the administration will also be included but it is very important that faculty have the opportunity to offer expressions more than hearing the administration's rationale. The former Faculty Senate Presidents met with President Barker and discussed the Forum. President Barker believes the Forum to be an excellent idea and would like to make resources (data) available to those in attendance.



g. Grievance Meeting – Beth Kunkel, Chair of the Grievance Board, Dale Linvill, and Sturkie met with the Provost and Renee Roux to discuss faculty grievance procedures. This was a very productive meeting.

h. Intercollegiate Athletics – There has been a development of a faculty driven national coalition on athletics intended not to challenge, but to work with administrations, presidents, and Boards of Trustees. A faculty member will soon be identified by the Executive/Advisory Committee to be our representative to this coalition. Clemson is interested in this issue, will participate, and we have been in communications with the other schools. During the meeting among former Faculty Senate Presidents and President Barker, the President noted his support of our involvement. Vice President Linvill noted that he attended an Athletic Department Strategic Meeting during which a discussion was held regarding the need for other majors on campus to attract the bright athletes.

i. Board of Trustees Winter Meeting – Many senators attended the committee and full meetings of the Board. There were no major revelations.

j. Dean's Searches – The Colleges of Health, Education, & Human Development and Agriculture, Forestry, and Life Sciences have set search committees for the internal process. A possible *Faculty Manual* violation concern was expressed and discussed.

k. DCIT - Representatives met with the Executive/Advisory Committee to discuss firewalls and data transfers. There will be exemptions for those departments with their own servers. Faculty, through their departments, will have to apply for these exemptions.

7. Old Business: None

8. New Business:

a. Senator Hare submitted for approval (to limit the term of the Faculty Representative to one term) a *Faculty Manual* change, Faculty Representative to the Board of Trustees. There being no discussion, vote to approve was taken and passed (Attachment H).

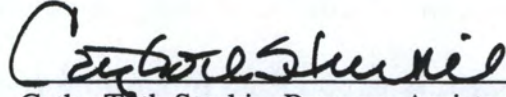
9. Announcements:


a. The Faculty Senate Annual Spring Reception will be held immediately following the meeting on April 8, 2003 at the FirstSun Connector Patio.

b. The Provost stated that at the Deans' meeting this morning, she had asked the deans to look at different percentages of cuts. This afternoon, Clemson was told we would have another 3.7% cut in addition to our 5% cut. This total cut will move us into the academic colleges. Cuts will now be people and programs.



10. Adjournment: President Sturkie adjourned the meeting at 4:37 p.m.

  
Cathy Toth Sturkie, Program Assistant

  
Connie Lee, Secretary

Absent: R. Abramovitch, N. Aziz, J. Huffman, G. Zehnder, H. Hupp, J. Meriwether, D. Placone



### Who Restructures

We have all heard the news about the budget and the strategic responses being planned by the university. There's been a lot of talk about the extent of the shortfall, and sequestering of money to cover it. I believe it. The economy of the state and the country is ... describe-it-yourself. No doubt about it: money is in short supply. Even in my house..... and probably in yours.

Now we hear talk of potential program terminations and even furloughs. The administration has been very clear, even repetitious, about the belt-tightening done within their ranks. So we - the faculty - now feel like it must be our turn. Fair is fair. And I am not advocating otherwise. What is being discussed, I believe, is a wholesale change in what Clemson university is. There is talk (rumor?) of massive restructuring within the agricultural units for example, but the changes will be wrought in all colleges, apparently. Degree programs, and associated faculty, can be removed from the offerings at Clemson by these decisions. Who is making these decisions, and on what are they based?

This reorganization is being driven by the administration and not by the faculty. Sure, we have been consulted. At least I think I have. But maybe I have not, in any real sense, had an opportunity to engage in that most important of all functions of the academy: dialog. Has my opinion been duly noted, and then filed away? Let's face it: university faculty members are all of above average intelligence, even if we don't act like sometimes. We no doubt can make meaningful contributions to a discussion of options. Has there been a real discussion of the issues inherent to such an undertaking among the faculty? Or even within the Senate? Too often in the past the Senate has been on the verge of a meaningful contribution to governance of the University, only to discover that it was an illusion and the real work involved in coming to a decision had already been done.

I think that the real work may already be done this time as well. Nevertheless, I think that the Senate should convene our own "town meetings" - more than one - to share and hear what we all think of the process, and invite the Provost (and others) to share candidly her plans for the economically motivated restructuring of Clemson University. As some of you know, I believe that the Faculty is the University is the Faculty. The administration must function to facilitate our work, not to decree what the University is, if we are to approach our goal of "Top 20". To do otherwise is folly.



Scholastic Policies Committee Report January, 2003, submitted by Nancy Walker

The Committee met with Vice-Provost Jerry Reel and representatives of Student Government (Drew Land and John Robinson).

Item 1: Electronic Syllabi. This idea has support from the Committee, Dr. Reel, and the students. Students like the convenience; faculty could reference website containing information required by the University and focus their syllabus on the course material. Soon every entering student will be required to have a laptop, so no student would be disadvantaged by lack of access to a computer. We discussed a syllabus repository (not the CLE) where current and prior syllabi would reside for both undergraduate and graduate courses. Since the classroom syllabus is a public document we can make them publicly accessible. It would be important to document that each student got the syllabus.

Item 2: Electronic Faculty Evaluations. Dr. Reel, students and faculty would like to further explore this possibility.

In February, the Committee will meet with representatives from DCIT to discuss the technological aspects of the above items.

Item 3: The students had a concern related to exams given the week prior to final exams. There are restrictions on course exams Thursday and Friday; lab exams can be given all week. If faculty violate these restrictions, students can file a grievance. We decided that the students would ask the Tiger to print an article publicizing options available to students in this regard, perhaps including an interview with George Carter.

Later the Committee will consider recommending that no exams be given Wednesday, Thursday or Friday since exams now begin on Saturday.

Item 4: University Academic Advising Committee.

It has been requested that directors of each college academic advising center and others be added to this committee. We agreed to this addition with the provision that the two at-large appointments made by the Provost be limited to faculty.



**Meeting Minutes**  
**Faculty Senate Research Committee**

Wednesday, January 22, 2002

2:30 P.M.

Lowry Hall Conference Room (131)

Present: Abramovitch, Aziz, Katsiyannis, Makram, Taylor, Warner and Zender

Absent: Chapman

Guest Present: Larry Dooley

1. The revised policy was submitted to the Faculty Senate Policy Committee for action.
2. Senator Abramovitch reported on his review of policies at other private and public Universities. He noted that the common thread was the issue of conflict of interest and the consulting time per week allowed. It was also noted that Clemson's policy allows one day per workweek for faculty consulting. Non-university professional work done outside the workweek is considered Outside Employment.
3. The research Forum program was reviewed and the committee membership agreed to have open discussions after most sessions instead of one discussion session at the end of the Forum. Committee members agreed to moderate the sessions.
4. Selection of a senator to serve on a compliance training committee. The Committee will request that Cathy Sturkie assist in identifying a senator that can serve on this Committee. The senator should have knowledge of animal research compliance and/or expertise in training.
5. The Vice President for Research requested that the Committee provide input on the idea to establish a faculty vita repository. The purpose of the repository is to make faculty expertise available to all other faculty for identifying expertise for research collaboration purposes. Based on the deliberations at the meeting, the Committee believes that this is a worthwhile issue, but that it should be done on a voluntary basis. The committee membership realizes that research collaboration is more effectively done by individual contacts directly among the faculty rather by scanning through faculty resumes.
6. The meeting was adjourned at 3:45 P.M.

Respectfully submitted by

Nadim M. Aziz

February 3, 2003



C

**Finance Committee Report**  
**Faculty Senate Executive/Advisory Committee Meeting (January 28, 2003)**

The finance committee met on Tuesday (January 21, 2003) at 11AM in 323 Sirrine Hall. Present were Daryl Guffey, Gary Lickfield, Pat Smart and Webb Smathers.

I. Old Business

- a. Dollar flows from departments to centers/institutes—Pat Smart and Webb Smathers reported that a list of all institutes and centers on campus was not found. Senator Smathers was informed that the best way to identify all the centers/institutes was to go through the telephone book. Professor Smart is going to contact David Fleming and Brett Dalton about possible lists. Senator Smathers is going to have a graduate assistant start going through the telephone book and obtain a list in that manner.

Once a list is established centers/institutes will be identified based on feedback from lead senators and fellow faculty members. Those centers/institutes identified may be reviewed.

II. Next Meeting—11AM, February 18, 2003



## **Report of Policy Committee Meeting**

December 12, 2002

Library Conference Room

Attending: Jean Bertrand, Beth Daniell, Eleanor Hare (chair), John Huffman, Chuck Linnell

Guests: Provost Helms, Alan Schaffer, Pat Smart, Cathy Sturkie

Provost Helms presented the deans' comments on the PTR changes that were passed by the Faculty Senate at the November meeting. We discussed why some of the suggestions were not appropriate, but decided to reexamine several of the suggestions at a future meeting -- primarily the handling of the files and letter from the dean in the cases of exactly one "unsatisfactory" rating or two "unsatisfactory" ratings.

Provost Helms also suggested the inclusion of additional items on the form for the review of academic deans. The committee agreed that these items should be included and will support her request at the Executive/Advisory meeting.

Provost Helms agreed with the committee that promotion replaces PTR review and resets the PTR review clock. She will communicate this to other administrators.

Since there are not currently sufficient funds available to do a national search and to provide start-up packages for deans, the committee discussed with Provost Helms the idea of having an internal search for these positions. It was proposed that the position description state that the appointment would be for a fixed time interval, after which a national search for the position would occur.

January meeting: tentatively scheduled for Jan. 21 at 3:30 p.m.



## Report of Policy Committee Meeting

Meetings January 21 and February 4

(1) The committee was asked by the Selection Committee to consider making the Faculty Representative to the Board of Trustees appointment nonrenewable. This proposal was approved and the committee approved moving the procedure from the appendices into the body of the *Faculty Manual*.

(2) A potential problem in defining "faculty" was discussed. The *Faculty Manual* describes the process by which departments appoint to regular and special faculty ranks. It also defines the organizational structure governing faculty as reporting to academic deans who, in turn, report to the Provost. The Committee approved the following changes to the *Faculty Manual*:

(2-a) On page iii-3: D. Regular Faculty Ranks

"Regular Appointments. Regular appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent ... "

(2-b) On page iii-4: E. Special Faculty Ranks

"~~Special~~ Appointments to special faculty ranks include visiting, adjunct, and part-time positions as well as the special ranks of lecturer and post doctoral fellow in academic units that are under the jurisdiction of the Provost. Conditions of ... "

(2-c) On page v-1: A. General Information.

"Two grievance procedures are available to faculty members in academic units under the jurisdiction of the Provost to facilitate the redress ... "

The Policy Committee invites comments on these proposals, with the intention of submitting the proposals at the next Faculty Senate meeting.

(over)



(3) The committee was given a copy of the proposed changes to the Ethics Policy. We will need to determine where to put this policy. Possibilities include an appendix to the Faculty Manual with links from other documents.

(4) The Committee discussed the possible need for the Faculty Senate to have access to a legal opinion other than that of the University attorney. It was agreed to examine private sources of funding.

(5) At the request of the Provost, the committee revisited the Post Tenure Review procedures that were approved by the Senate in November. After considerable discussion the committee was unable to reach consensus.

Items for future consideration include moving the Appendix C evaluation procedures into the body of the *Faculty Manual* and clarification of the statement of the membership of the Academic Council.

Future Meetings:

Feb. 18 (LL2 at 3:30), Mar. 4 (LL3 at 3:30), Apr. 1 (LL3 at 3:30, maybe)



**BUDGET ACCOUNTABILITY COMMITTEE  
NOTES  
FOR FACULTY SENATE EXECUTIVE ADVISORY MEETING OF  
28 JANUARY, 2003**

The Budget Accountability Committee will meet 2:30-4:00, Thursday, February 20 in Brackett 110. At this time, the Committee has the following to consider:

- a) a request that the BAC conduct or have conducted a study comparing % salary increases of administrators with non-administrative personnel;
- b.) a request that the BAC conduct or have conducted a study comparing workload distribution of faculty (%teaching, research, Extension, etc.) and % raises;
- c.) getting an explanation for why some folks who previously have shown up as classified or unclassified staff showed up as having faculty rank (e.g., instructor) in this year's salary reports.

This concern re ranks was raised by both faculty and staff members; it also dovetails other concerns about ranks and titles at Clemson

As of January 28, 2003, the usable return rate of the faculty compensation surveys stood at 27.2%.

Individuals are encouraged to submit their concerns to the Budget Accountability Committee.

Respectfully submitted,

*Brenda J. Vander May, Chair*



**CLEMSON UNIVERSITY GRIEVANCE BOARD**  
**GRIEVANCE PROCEDURE ACTIVITY**

**GRIEVANCE II PROCEDURE PETITIONS**

**April, 2002 through January, 2003**

Total Number of Grievances	4
Grievances Found Non-Grievable by Grievance Board	3
Grievances Found to be Grievable by Grievance Board	1
Not Yet Determined Grievable Or Non-Grievable	0
Grievances In Process	1
Suspended Grievances	0
Withdrawn Grievances	0
Petitions Supported by Hearing Panel	Unknown at this time
Petitions Not Supported By Hearing Panel	Unknown at this time
Hearing Panel Grievance Recommendations Supported By Provost	Unknown at this time
Grievances Appealed to President	0
Presidential Decisions Supporting Petitioner	0
Grievances Appealed to Board of Trustees	0
Male	2
Female	1

**GRIEVANCE ACTIVITY BY COLLEGE**

<b><u>AAH</u></b>	<b><u>AFLS</u></b>	<b><u>BBS</u></b>	<b><u>E&amp;S</u></b>	<b><u>HEHD</u></b>	<b><u>LIBRARY</u></b>
2	2	0	0	0	0

**CLEMSON UNIVERSITY GRIEVANCE BOARD**  
**GRIEVANCE PROCEDURE ACTIVITY**

**GRIEVANCE I PROCEDURE PETITIONS**

**April, 2002 through January, 2003**

Total Number of Grievances	1
Grievances Found Non-Grievable by Grievance Board	0
Grievances Found to be Grievable by Grievance Board	1
Not Yet Determined Grievable Or Non-Grievable	0
Grievances In Process	1
Suspended Grievances	0
Withdrawn Grievances	0
Petitions Supported by Hearing Panel	0
Petitions Not Supported By Hearing Panel	1
Hearing Panel Grievance Recommendations Supported By Provost	1
Grievances Appealed to President	0
Presidential Decisions Supporting Petitioner	0
Grievances Appealed to Board of Trustees	0
Male	1
Female	0

**GRIEVANCE ACTIVITY BY COLLEGE**

<b><u>AAH</u></b>	<b><u>AFLS</u></b>	<b><u>BBS</u></b>	<b><u>E&amp;S</u></b>	<b><u>HEHD</u></b>	<b><u>LIBRARY</u></b>
1	0	0	0	0	0



H  
23 January 2003

**MEMORANDUM**

TO: Eleanor Hare  
FROM: Alan Schaffer

AS

**RE: Faculty Rep to Board of Trustees**

At its last meeting the Policy Committee asked me to put the position of faculty representative to the Board of Trustees into the *Faculty Manual* instead of having it as an appendix item. The Committee also wants to change the position so the same person cannot serve more than a single term. I think this is best done by incorporating a description of the position and the selection process into the brief mention of the position now on page ii-2 of the *Manual*. The suggested language is as follows:

"The Board of Trustees is assisted in its governance by an official faculty representative who is granted privileges beyond those accorded to visitors. This includes receipt of minutes, agendas, and attachments to all Board and Board committee meetings and an opportunity to be included on the agenda upon approval of request.

Any tenured faculty member is eligible for nomination. The nomination period runs for 14 days from the date of the call for nominations. Nominations must include a complete vita and a statement of interest from the nominee. After receipt in the Faculty Senate office, nominations are examined by the *Faculty Manual* Editorial Consultant to verify the faculty status of each nominee. All eligible nominations are forwarded to a selection committee, composed of one Alumni Professor from each college, one representative from the library, and the President of the Faculty Senate, which makes the final selection. The faculty representative to the Board of Trustees serves a single, non-renewable three-year term beginning with the first meeting of the Board following selection."

If this suits please put it on the agenda for the next committee meeting.

cc: Cathy Sturkie  
Kinly Sturkie



MINUTES  
~~FACULTY SENATE~~  
MARCH 11, 2003

1. Call to Order: President Kinly Sturkie called the meeting to order at 2:30 p.m.
2. Approval of Minutes: The Faculty Senate Meeting Minutes dated February 11, 2003 were approved as distributed.
3. "Free Speech": Eleanor Hare, Associate Professor of Computer Science, presented a proposal from her colleagues that if staff are asked to take a furlough, that faculty consider making a contribution to offset the impact on staff.
4. Special Order of the Day: Jennifer Bires, a student representing the American Cancer Society, and Debbie Smith, a representative from the ACS, presented information on the upcoming "Relay for Life," a fund-raiser for the Society to be held on April 11, 2003 and encouraged faculty support.
5. Election of Faculty Senate Officers for 2003-2004: There being no nominations from the floor for either office, elections of Faculty Senate Officers, Vice President/President-Elect and Secretary were held by secret ballot. Webb Smathers, (AFLS) was elected Vice President/President-Elect and Camille Cooper (Clemson University Libraries) was elected Secretary.
6. Committee Reports:
  - a. Senate Committees
    - 1) Welfare Committee – Senator Connie Lee, reporting for Chair Pamela Dunston, submitted the Committee report dated February 4, 2003 (Attachment A) and reported that this Committee is looking into issues related to gender inequities. Senator Nancy Jackson stated that the Welfare Committee continues to pursue the possibility of a University Club.
    - 2) Scholastic Policies Committee – Senator Nancy Walker, Chair, submitted the Committee reports dated February 25 and March 3, 2003 (Attachment B) and reported that the Committee will propose another trial of electronic evaluations of some faculty and continues to look into the possibility of putting faculty syllabi in electronic form. The Committee will also propose steps to be taken to alleviate the very difficult and costly process of collecting and tabulating the thousands of course evaluations collected each semester.
    - 3) Research Committee – Senator Nadim Aziz, Chair, stated that an item will be brought from the Committee under New Business.
    - 4) Finance Committee – Senator Daryl Guffey, Chair, stated that this Committee will meet next week.
    - 5) Policy Committee – Senator Eleanor Hare, submitted the Committee report dated March 4, 2003 (Attachment C) and noted items that will be presented under New Business.



6) Budget Accountability Committee – Senator Brenda Vander Mey submitted the Committee report dated February, 2003 (Attachment D) and noted that there are a number of useable results from the Performance-Based Salary Increase Survey and that by the end of the year she will provide a brief summary of the Survey results. Senator Vander Mey's initial review of the data suggests that faculty were generally satisfied with the process.

b. University Committees/Commissions

1) Women's Commission - Senator Vander Mey informed the Senate that a report on Clemson as a workplace has been presented to the Administrative Council. Dr. Bernice Sandler will speak on campus at 4:30 Op.m. on March 26, 2003 in the Lee Hall Auditorium on the topic of chilly climate.

2) Joint City/University Committee – Vice President Dale Linvill stated that this Committee met recently to discuss their trip to Athens, Georgia to see the problems that UGA has. The Committee may also meet with Auburn representatives in the future. These three universities have very similar problems between the city and the university and how the two interact.

3) Healthy Communities Committee – Alan Grubb stated that this Committee met last week and that the Committee is now at the stage of preparing a final report with recommendations to President Barker in conjunction with the reopening of Fike Recreation Center.

7) President's Report: President Sturkie:

\* described the format and urged Senators to spread the word about the upcoming "Top 20 Forum: Is it Realistic," sponsored by the Faculty Senate to be held from 3:30 p.m. until 5:00 p.m. on April 3, 2003 in the Strom Thurmond Institute Auditorium. Invitations to all faculty will be distributed this week;

\* noted problems related to faculty compensation for summer teaching.  
Discussion followed;

\* noted that Clemson University has a policy in place that includes a no door-to-door solicitation statement;

\* noted that there are strict rules in place regarding noise on campus which will be followed. George Smith is to be contacted if someone should come upon a noise problem;

\* explained that amendments are in place within the House Bill 3448 and the Senate Bill 290 regarding at-will employment that look like there will be an exclusion for tenured faculty;

\*Jeffrey McMillan and Kathleen Yancey have been appointed by the Executive/Advisory Committee to be our representatives on the *ad hoc* Proto-Coalition on Athletics. The first national get together will probably take place in June;

\*John Kelly has provided an explanation for the two persons who received approximately \$137,000 but live outside South Carolina. Evidently, they are regional directors for the Extension Service and the Experiment Station;

\*reported on the status of the Faculty Senate *ad hoc* Committee on Professional Responsibility;

\*reported on the changes within the College of Agriculture, Forestry, and Life Sciences; and

\*commented on the treatment of graduate students by faculty.



8. Old Business:

a. Senator Vander Mey brought up the subject regarding the continuation of the evaluations of Deans Jim Fischer and Dan Smith, whose titles of "dean" were recently changed due to the reorganization of the College of Agriculture, Forestry, & Life Sciences. Following much discussion, vote in favor of discontinuing these evaluations was taken and passed.

9. New Business:

a. Senator Hare, for the Policy Committee, submitted for approval three changes to the *Faculty Manual* designed to clarify the definition of "faculty" at Clemson University. Following discussion, vote was taken on each proposed change and all three passed as submitted (Attachment E).

b. Senator Hare, again for the Policy Committee, submitted for approval four more proposed *Faculty Manual* changes:

1) changing the word, "chosen" to "elected". Vote was taken and proposed change passed (Attachment F).

2) the title "emeritus" for retired faculty (vote was taken and item was tabled) (Attachment G);

3) the policies and procedures of the Athletic Council (vote was taken and item was tabled) (Attachment H);

4) and a revision of the current policy on research ethics (vote was taken and item was tabled (Attachment I).

10. Announcements:

a. Top 20 Forum – Thursday, April 3, 2003 from 3:30 p.m. – 5:00 p.m. at the Strom Thurmond Institute Auditorium.

b. Faculty Senate Annual Spring Reception – Tuesday, April 8, 2003 at the FirstSun Connector Patio between the Martin Inn and the Madren Center (immediately following the Senate meeting).

11. Adjournment: 4:30 p.m.



Cathy Toth Sturkie, Program Assistant



Connie Lee, Secretary

Absent: P. Dunston, W. Chapman (S. Williams for),



# Faculty Senate Welfare Committee

## Memorandum

**To:** Welfare Committee Members  
**From:** Pamela Dunston, Chair  
**CC:** Pat Smart  
**Date:** February 4, 2003  
**Re:** Meeting with Provost Helms



My February 4, meeting with Provost Helms concerning gender equity issues at Clemson was extremely informative. Below is a summary of the information she provided:

- A gender equity differential *may* exist in some departments across campus. Gender equity involves more than pay, i.e., committee workload, staff support, etc.
- Committee Work:
  - Women and minorities may be assigned to committees more than men due to the need to have minority representation on all committees across campus. No data to indicate whether women and minorities volunteer for committee work, are recruited, or expected to serve in this capacity.
  - Need to look at standing committees across campus to determine whether or not inequity exists and, if so, to what degree. Search committee membership data is available to determine over representation of minorities and/or women.
- Salaries:
  - Salary inequity is skewed by discipline. Currently, men dominate certain disciplines. Men in these disciplines tend to receive higher salaries than women.
  - Female administrators experience inequity in pay. There is no annual review for administrators resulting in no set criteria for pay increases.
  - Regardless of gender, deans across campus are earning considerably less than their counterparts at peer institutions across the nation. This is especially troubling as good deans tend to provide good leadership.
  - Faculty members receiving mid-range salaries (\$50,000-\$70,000) more likely to experience pay inequity.
  - Institutional Research has descriptive data for all employees earning \$50,000 or more per year. Data are collected for employees receiving less than \$50,000 but unable to access these data for legal reasons.
- Merit Pay
  - Faculty members unaware of peers' achievements; therefore, mistaken conclusions concerning who should/should not receive merit pay.

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Eugene T. Moore  
School of Education  
Clemson University



- AB
- **Merit Pay: Base Salary Increase versus Bonus**
    - Current system adds merit pay to base salary thus increasing an employee's annual income for the duration of the employee's service to the university.
    - Bonus system awards an employee with a one-time, lump sum separate and apart from the annual salary.
    - The current system (merit pay added to base salary) can create performance problems when employees reach satisfactory income levels and decide to reduce productivity levels. Potentially, unproductive employees could receive high salaries and the University would have no recourse.
  - **Recommendations for investigating pay equity:**
    - Provost Helms recommended contacting Wickes Westcott in Institutional Research to perform a regression analysis of mid-range faculty salaries (\$50,000-\$70,000). Provost Helms conduct a study such as this with staff salaries a few years ago. She recommended we consider the following variables:
      - Time on faculty
      - Rank
      - Years of Service
      - Average performance rating over the past 3 years on employee's form 3 evaluation.
  - **Conclusion:** Pamela Dunston and Larry Grimes will contact Wickes Westcott to discuss the regression analysis of faculty salaries. In the meantime, Dunston will investigate findings and analysis procedures used in a similar, recently conducted study at the University of Georgia. Worth noting: If inequities between men and women's pay do exist, current budget cuts prevent the University from enacting large-scale corrective measures. The potential for law suits arising from salary inequality in a time when financial support from the state is declining or nonexistent is worth considering.

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X-Time: <200302031956.h13Jul016121>  
X-Sender: dguffey@mail.clemson.edu  
Date: Mon, 03 Feb 2003 14:56:45 -0500  
To: pdunsto@CLEMSON.EDU  
From: Daryl Guffey <dguffey@CLEMSON.EDU>  
Subject: Fwd: Faculty Compensation Task Force  
Cc: sludlow@CLEMSON.EDU

Dr. Dunston:

I received the following information from Mr. Scott Ludlow. The Administrative Council believes this should be shared with the Welfare Committee and the Faculty Senate. Because you chair the Welfare Committee I am forwarding it to you for distribution to your committee.

Thanks,  
Daryl

X-Time: <200302031929.h13JTqp07312>  
X-Sender: sludlow@mail.clemson.edu  
X-Mailer: QUALCOMM Windows Eudora Version 5.1.1  
Date: Mon, 03 Feb 2003 14:29:50 -0500  
To: dguffey@CLEMSON.EDU  
From: Scott Ludlow <sludlow@CLEMSON.EDU>  
Subject: Faculty Compensation Task Force  
Cc: scathy@CLEMSON.EDU

Dr. Guffey:

Upon receipt of the update report from the Faculty Compensation Task Force, the Administrative Council was surprised to see how well Clemson fared in comparison to other institutions on this item and requested that the attached document be shared with the Faculty Senate Welfare Committee. Thanks.

<...><...><...><...><...><...><...><...>

Scott Ludlow  
Chief Business Officer  
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Box 345301  
Clemson, SC 29634-5301

Phone: 864-656-2420  
E-mail: SLUDLOW@CLEMSON.EDU

 Retire Benefits.xls

Daryl M. Guffey  
School of Accountancy and Legal Studies  
College of Business and Behavioral Science  
326 Sirrine Hall  
Clemson University

A4

**AAUP Faculty Compensation Survey, 2001-02**  
**Average Benefit Expenditure by Rank, Selected Institutions**  
(Ranked by the percentage of salary for all ranks combined)

**Fringe Ben Retirement**

	Professor			Associate			Assistant			All Ranks		
	Avg.	No.	% of Salary	Avg.	No.	% of Salary	Avg.	No.	% of Salary	Avg.	No.	% of Salary
Ohio St U- Main OH 204796 Public I	13,124	876	14.00	8,894	685	14.00	7,728	449	14.00	10,474	2,014	14.00
Miami U OH 204024 Public I	11,477	294	13.79	8,457	213	13.79	6,537	209	13.79	8,579	814	13.79
U Virginia VA 234076 Public I	11,561	477	10.75	7,629	252	10.72	5,914	198	10.42	8,931	1,005	10.80
Georgia Tech GA 139755 Public I	11,289	303	10.34	8,487	218	11.04	7,190	188	10.53	9,322	710	10.56
Clemson U SC 217882 Public I	8,212	408	10.22	6,598	223	10.68	5,375	198	10.22	6,621	960	10.33
Michigan St U MI 171100 Public I	8,975	899	10.00	6,760	461	10.00	5,389	478	10.00	7,313	1,940	10.00
U Georgia GA 139959 Public I	8,289	718	9.35	5,979	488	9.49	5,092	425	9.56	6,658	1,700	9.46
U Pittsburgh- Main PA 215293 Public I	9,545	397	9.96	6,055	375	9.25	4,784	364	8.45	6,519	1,282	9.33
Virginia Tech VA 233921 Public I	8,734	490	9.24	6,181	402	9.24	5,100	262	9.24	6,612	1,295	9.24
UNC- Chapel Hill NC 199120 Public I	8,232	514	7.96	6,154	253	8.52	5,523	208	9.16	6,694	1,175	8.29
North Carolina St U NC199193 Public I	7,291	472	7.86	5,630	339	8.31	5,102	226	8.66	5,645	1,257	8.06

**Notes:**

Institution Listing: institution name; state; Unit ID; Control (Public, Private-Independent, Church-related); and AAUP Category (I-Doctoral, IIA-Master's, IIB-Baccalaureate, III-Associate, IV-No Rank)

"Avg." Average institutional expenditure per eligible faculty member (not employee contribution)

"No." Number of faculty included in expenditure. (For tuition, this is actually the number of individuals for whom tuition was paid, not the number of faculty eligible for the benefit.)

"% of Salary" Benefit expenditure as a percent of average salary.

"All Ranks" includes faculty designated as Instructor, Lecturer, and No Rank (where applicable).

"—" indicates less than three faculty in a given rank

A4



Scholastic Policies Committee Report, February 25, 2003

The committee met with Dr. George Carter, Julia McBride (Academic Services), and Drew Land (student senate).

We discussed electronic evaluation of teaching and electronic syllabi.

The committee proposes another trial of electronic evaluation. In this trial, tenured professors who have taught the same course for several years would be asked to participate. Results from previous years in the same class would be used for comparison. In some classes the electronic evaluation would be done in class and in others out-of-class.

For out-of-class evaluation, a reward should be offered. Suggestions include a lottery where the winner receives a one-year faculty parking permit or equivalent cash. Hopefully this will improve the out-of-class response rate.

The committee proposes that the electronic syllabi concept be further developed. Required syllabus materials could be placed in a repository accessible on the world-wide-web. After the first semester, interested students could review course syllabi prior to registration or graduate applicants could review syllabi prior to application. Materials that faculty do not want widely accessible could be placed in a course packet or on CLE.

B2

Scholastic Policies Committee Report, March 3, 2003  
Submitted by Nancy Walker, Chair

**Course Evaluations**

To alleviate delays caused by the volume of paperwork necessary for course evaluations, the committee proposes the following measures:

1. Evaluations must be completed two weeks prior to the last day of class. (Research studies indicate there is no significant change in students' responses after mid semester.)
2. A representative to be provided from each college to assist Dr. George Carter's office with processing forms.
3. Instructors in classes using laptops will be encouraged to do the course evaluation electronically **in class**. The electronic form would be the same as the paper form. (Representatives from student government suggest that students will be more likely to provide written comments in the electronic format.)

In addition, secure and convenient work and storage space must be provided during the evaluation period.

**Electronic Syllabi**

The committee proposes that the electronic syllabi concept be further developed. Required syllabus materials could be placed in a repository accessible on the world-wide-web. After the first semester, interested students could review course syllabi prior to registration or graduate applicants could review syllabi prior to application. Materials that faculty do not want widely accessible could be placed in a course packet or on CLE.

**Academic Dishonesty**

Dr. Jerry Reel requested that we reinforce the policy that student academic dishonesty rules should be enforced by faculty. We should not try to deal with these situations on our own.



# Report of Policy Committee Meeting

March 4, 2003

Library Conference Room

The Policy Committee reaffirmed support for additions to the *Faculty Manual* that emphasize that **all faculty appointments are in academic units under the jurisdiction of the Provost**. These additions are to sections of the *Manual* describing Regular Faculty Ranks, Special Faculty Ranks and eligibility to use faculty grievance processes.

The Policy Committee recommends to the Senate that the new Ethics Policy be placed in the Appendices of the *Faculty Manual* and that text be added to the *Manual* (PART IX, Summary of Selected Campus Policies, page ix-8) to include the **Ethics Policy** as a part of the *Manual* and require changes to the Ethics Policy to be approved in the usual manner for *Faculty Manual* changes.

In order to use the same title in the description of Regular Faculty Ranks as is used in the Faculty Constitution, the Policy Committee approved changing the regular faculty title "Retired" be changed to "**Emeritus**."

In the procedures for selection of the dean of a college or Library, the Policy Committee approved a clarification from "the majority of the representatives to the committee shall be **chosen** by the faculty" to "the majority of the representatives to the committee shall be **elected** by the faculty."

The proposed *Faculty Manual* change to the composition of the **Academic Advising Committee** was discussed. The consensus was that the statement of the composition of the committee needed considerable clarification and that the proposed committee was too large. The Policy Committee has returned the description of the Academic Advising Committee to the Scholastic Policies Committee for further consideration.

The Policy Committee is presenting a proposed *Faculty Manual* change to the **Athletic Council** at this Senate meeting, but expects this proposal to be tabled and presented at the April Senate meeting.

Next Meeting: 3:30 p.m., Apr 1, LL3 Cooper Library



D

**Meeting Notes  
Budget Accountability Committee  
February 2003**

The Budget Accountability Committee met Thursday, February 20, 2:30-4:00 in Brackett 110.

Present: Cathy Bell (guest); David Fleming; Darryl Guffey; Dexter Hawkins, Dori Helms; Lawrence Nichols; Brenda Vander Mey

- a. Comparing % increases of administration and faculty  
Anyone can do this. Just go to the web pages for Institutional Research. Click on button for reports and analysis. Pull down the Cooperative Salary Report. The data are there, broken down by budget center.
- b. Request for breakdown of % raises by workload distribution  
The Provost has conducted a 4-Block system analysis. The Deans currently are looking at these data to evaluate faculty.
- c. The Faculty Compensation Survey  
There are 478 usable surveys, for a response rate of 31.7%. All data have been entered and analysis has begun.
- d. Faculty status  
Some persons with PSA assignments have been moved over to faculty. Some unclassified staff are listed as "Lecturer" in the phone book. These are not counted as faculty. Other Lecturers teach and are counted as faculty.
- e. Pay equity  
There was a discussion about conducting a pay equity study to look at patterns of raises in relation to race, sex, rank, and evaluations. This is as per shared interests of the Women's Commission and the Faculty Senate's Welfare Committee. This issue will be pursued further, with a focus on those in the \$30,000-\$50,000 range.
- f. Centers & Institutes  
Even though the Finance Committee had received one request that Centers & Institutes be investigated, subsequent queries sent out to constituents by Lead Senators did not yield requests.
- g. Evaluation of Staff Raise Systems  
Classified Senate would like to have an evaluation conducted after they receive their next round of raises. They anticipate a survey similar to the one recently distributed to faculty. The Provost has agreed to this.



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Budget Accountability Committee  
Page Two  
February 2003

h. Philosophy of Compensation

Several committee members remain interested in working toward an articulated Philosophy of Compensation, and expect to make headway at the next meeting

*Respectfully submitted,*

*Brenda J. Vander Mey, Chair*

22

March 4, 2003

The *Faculty Manual* describes appointment, reappointment, tenure, post tenure review, etc., within the confines of an academic department, reporting to a dean, and the dean reporting to the Provost. The proposed changes emphasize this relationship, but make no changes to procedures.

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The Policy Committee recommends the following changes to the *Faculty Manual*, Part III, The Faculty.

(1) On page iii-3: D. Regular Faculty Ranks

"Regular Appointments. Regular appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent association with the university. Except for instructor, these are tenurable appointments. ... "

(2) On page iii-4: E. Special Faculty Ranks

"~~Special~~ Appointments to special faculty ranks include visiting, adjunct, and part-time positions as well as the special ranks of lecturer and post doctoral fellow in academic units that are under the jurisdiction of the Provost. Conditions of appointment must be fully detailed in the appointment letter. Such appointments may be renewable, but they do not normally carry any expectation of renewal, are not tenurable, and service in such ranks does not count towards the tenure probationary period. Special appointments do not carry voting privileges except as may be provided in relevant college/school/departmental faculty bylaws."

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11

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The Policy Committee recommends clarification of the *Faculty Manual*, Section II, K. Selection of the President and other Academic Administrators, page ii-7, by replacing the word "chosen" by "elected."

"For the selection of the dean of a college or Library, a committee shall be formed which includes at least one student, at least one department chair (or equivalent) from within the college, and either an off-campus representative of an appropriate profession or a dean from another college within the university. The majority of the representatives to the committee shall be ~~chosen~~ elected by the faculty from within the affected administrative unit; the minority may be appointed by the Provost. the Provost shall make the appointment from the list submitted by the committee, subject to the approval of the President.

March 4, 2003

The title "Emeritus" is used in the Faculty Constitution. The definition given here is for Emeritus, so the title should also be for Emeritus. No procedures are changed. (underlined indicates additions)

The Policy Committee recommends the following change to the Faculty Manual (Part III, The Faculty, D. Regular Faculty Ranks, page iii-4):

~~Retired~~ Emeritus Faculty. Regular faculty members, including library faculty, who have served at least five years at the university and fifteen years in the academic profession, receive the title of Emeritus or Emerita appended to their professorial rank upon official retirement. Part III, section H, enumerates the rights and privileges of emeritus and other retired faculty.

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H

March 4, 2003

**Proposed Changes to Athletic Council Description in Faculty Manual**

Faculty Manual, Part VI, D. Councils, Commissions, and Committees Reporting to the President, 2. Athletic Council, page vi-5 & vi-6:

**Changes to page vi-6:**

"There are ~~four~~ five standing committees of the athletic council:"

**In the following text, text not struck-through is new.**

1. Governance and Rules Compliance. This committee ensures that the mission of the athletics program supports the mission and goals of the institution, reviews matters of institutional policy and control, and monitors compliance with rules and regulations.

~~a. Admissions and scholarships monitors the scholastic eligibility, admissions, and academic progress of student athletes.~~

2. Academic Standards and Integrity. This committee considers issues related to admissions, academic standards, academic support services, and academic program scheduling.

~~b. Facilities and planning reviews athletic building programs and facilities and advises the council on matters of long-range planning.~~

3. Fiscal Integrity and Facility Planning. This committee is responsible for monitoring financial practices, overseeing fiscal and facility management and planning, and reviewing fiscal policies and procedures.

~~c. Policy and regulations monitors and reports on compliance with NCAA/ACC regulations and reviews and comments on the council's internal policies and procedures.~~

4. Equity, Welfare and Sportsmanship. This committee assures the fair and equitable treatment of women and other minorities, protects the physical and educational welfare of student athletes, and assures that all associated with athletics are committed to the fundamental values of sportsmanship and ethical conduct.

(over)

d. ~~Campus relations monitors the university community's perception of athletic program issues.~~

5. Campus and Community Relations monitors university community perceptions of athletic program issues and reviews and proposes athletic initiatives to improve campus and community relations.

Delete section V.B. from the Clemson University Athletic Council Policies and Procedures.

Add the following to the Clemson University Athletic Council Policies and Procedures:

"V. Athletic Council Committees

B. Standing Committee Liaisons

In order to facilitate communication, each of the standing committees of the Athletic Council will have liaisons in the athletic administration who will facilitate the transfer of information to and from the Athletic Department related to the committee's purpose. These liaisons will be appointed by the Athletic Director in cooperation with the Chair of the Athletic Council."



March 4, 2003

The Policy Committee recommends to the Senate that the new Ethics Policy be placed in the Appendices of the *Faculty Manual* and that the text (PART IX, Summary of Selected Campus Policies, page ix-8) be changed as shown:

#### 6. POLICY on RESEARCH ETHICS

Clemson University recognizes the need for faculty to exercise personal judgment and interpretation in research activities in order to maintain an environment of creativity and discovery within the academic community. Care must be taken to ensure that honest error and ambiguities of interpretation of research activities are distinguishable from outright misconduct. Misconduct is construed as dishonest deviation from accepted practices in conducting research activities, or fraudulent failure to comply with university, regulatory, and funding agency requirements affecting specific aspects of the conduct of research. This includes falsification of data, plagiarism, the misappropriation of others' ideas (the unauthorized and intentionally dishonest use of privileged information such as may be gained during peer, paper, or grant reviews), malicious and public misrepresentation of a colleague's ethical research behavior, conflicts of interest that could influence the researcher's decisions or conclusions, or which could provide unfair gain to the researcher, other misuse of position as researcher for personal gain, or exploitation (such as failure to credit work, misrepresentation of a research relationship) of students, or other persons, for research purposes.

Allegations or complaints involving the possibility of misconduct can be raised by anyone, and are subject to the university Policy on Research Ethics (Appendix ?). The allegation should be made in writing to the Faculty Senate President in a confidential manner and signed. Procedures regarding inquiry and investigation of the allegation are defined in the Policy on Research Ethics. For further information contact the Office for Sponsored Programs.

Changes to this Ethics Policy require the same approval procedures as changes to the *Faculty Manual* (I.C.Procedures for Updating the *Manual*).



# POLICY

## on

# RESEARCH ETHICS

Faculty Senate Approval, April 14, 1992  
Board of Trustees Approval, January 29, 1993  
Amended Board of Trustees Approval, May 1, 1998

## I. PREAMBLE

Research institutions have a critical responsibility to provide an environment that promotes integrity, while at the same time encouraging allows for openness and creativity among scholars. Care must be taken to ensure that honest error and ambiguities of interpretation of scholarly activities are distinguishable from outright misconduct. To address all allegations of fraud or misconduct, definitions, policies, and procedures must be in place to facilitate and guide such processes.

This policy is applicable to all researchers associated with Clemson University, including faculty, students, and staff. If charges are brought against non-faculty members of Clemson University, appropriate substitutions should be made for the role of Faculty Senate officers and dean. ~~Although the policy focuses on research, it is to be construed in the broadest sense to include research, engineering, and educational activities.~~ If charges are brought against a former student that could result in the student's degree being revoked, those charges should be processed through the University's Policy and Procedure on Revocation of Academic Degrees rather than through this policy.

## II. DEFINITIONS

### II. A. Research:

Research is used in a general sense ~~(as opposed to scientific research)~~ to yield a policy applicable to all academic disciplines in the university.

### II. B. Misconduct:

Misconduct or scholarly misconduct is the fabrication or falsification of data, plagiarism, or other practice that seriously deviates from those that are commonly accepted within the academic or research community for proposing, conducting or reporting research or scholarly activity.

~~Dishonest deviation from accepted practices in conducting research activities.~~



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~~Fraudulent failure to comply with university, regulatory, and funding agencies requirements affecting specific aspects of the conduct of research.~~

This definition includes:

Fraudulent failure to comply with university, regulatory, and funding agencies requirements affecting specific aspects of the conduct of research.

Falsification of data -- ranging from falsification or intentional misrepresentation of methods, materials, or results to selective reporting of findings, such as the purposeful omission of conflicting data with the intent to manipulate the results;

Plagiarism -- ~~representation of another's work as one's own~~; is the act of appropriating the literary composition of another, or parts or passages of his or her writings, or the ideas or language of the same, and passing them off as the product of one's own mind. It involves the deliberate use of any outside source without proper acknowledgement. Plagiarism is scholarly misconduct whether it occurs in any work, published or unpublished, or in applications for funding.

Misappropriation of others' ideas -- the unauthorized and intentionally dishonest use of privileged information (such as that which might be gained during peer, paper, or grant reviews), however obtained.

Malicious and public misrepresentation of a colleague's ethical research behavior.

Conflicts of interest that ~~could~~ influence the researcher's ~~decisions or~~ conclusions, or ~~which could~~ provide unfair gain to the researcher.

~~Other misuse of position as researcher for personal gain.~~

Exploitation (such as failure to credit work, misrepresentation of a research relationship, etc.) of students, or other persons, for research purposes.

Other misuse of position as researcher for personal gain.

This definition does not include:

Non-fraudulent failure or inadequacy of performance, incompetence, or honest error;

Non-fraudulent breaches of contracts;



Employment discrimination, sexual harassment, violation of human subjects policy or animal welfare policy, or other forms of misconduct that are the concerns of different distinctive administrative policies.

## **II. C. Inquiry:**

Expeditious gathering and review of information to determine if an investigation is warranted;

This is not a formal hearing, but a process designed to separate frivolous, unjustified or mistaken allegations from facts regarding the incident.

## **II. D. Investigation:**

A formal examination and evaluation of all relevant facts to determine if an instance of misconduct has occurred, to evaluate its seriousness, and if possible, to determine responsibility and the extent of any adverse effects resulting from the misconduct.

## **II. E. Day or Days:**

Day or Days shall refer to calendar days.

## **~~II. E. Disposition:~~**

~~The Committee of Investigation shall only determine whether a breach of ethics has occurred and will not make recommendations relative to the nature or severity of the action to be taken.~~

~~If the investigation committee finds that the complaint was intentionally dishonest and malicious, the committee can recommend action against the accuser.~~

~~In the event that allegations are not confirmed, the institution will make full efforts to restore the reputation of the accused; the accused's recommendations to accomplish this should be accommodated insofar as is possible.~~

## **III. PROCEDURE**

### **III. A. ~~Overall Structure~~ Filing Charges**

Allegations must be filed within seven years of the date on which the event in question occurred. An allegation or complaint involving the possibility of misconduct can be raised by anyone. The allegation should be made in writing to the Faculty Senate President in a confidential manner. ~~Aeeusations~~ Allegations must be signed.



Alternatively, allegations may be filed directly with the appropriate funding agency in accordance with the procedures of that agency. In turn that agency may request the President of the Faculty Senate to convene an Inquiry. This request must be made in writing.

~~Charges must be filed within seven years of the date on which the event in question occurred. If the date of limitation is in question, the Faculty Senate President, the chair of the Faculty Senate Research Committee, and the Chief Research Officer and Senior Vice Provost for Research and Graduate Studies (Chief Research Officer) shall determine whether the given event occurred within the specified time limit.~~

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The Faculty Senate President and the chair of the Faculty Senate Research Committee ~~should~~ shall accept the ~~accusational~~ allegation ~~only if it has been filed within the required time and after if they are satisfied that its substance of the allegation complies with this Policy's definition of "misconduct."~~ The decision to accept or reject the allegations shall be made within 20 days. At this time, and at their discretion, they may consult with the Chief Vice President of Research Officer relative to the alleged research ethics violation.

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A meeting should be scheduled to occur within 20 ~~calendar~~ days following acceptance of the ~~accusation~~ allegations for the accused to appear before the President of the Faculty Senate and the chair of the Faculty Senate Research Committee for the purpose of hearing the ~~charge~~ allegations(s) and being told who authored the ~~charges~~ allegations. The accused will be asked to plead "Guilty" or "Not Guilty" to each ~~charge~~ allegation. Legal counsel may consult with the parties at this meeting. If the accused pleads "Guilty" to all allegations, the President of the Faculty Senate will report the facts to the Chief Vice President of Research Officer, who will, within 90 calendar days, prepare a report for the Provost.

If the accused pleads "Not Guilty," to any of the allegations, or if the accused refuses to respond, an inquiry, the first step of the review process, ~~should~~ shall result. The Vice President of Research ~~Chief Research Officer~~ should be notified of the inquiry. In the inquiry state, factual information is gathered and expeditiously reviewed to determine if an investigation of the charge is warranted. An inquiry is not a formal hearing; it is designed to separate allegations deserving of further investigation from frivolous, unjustified or clearly a mistaken allegation.

~~The Chief Research Officer~~ Vice President of Research will inform the ~~accuser~~ all parties of the disposition at the conclusion of the Investigation stage Inquiry.

During the initial meeting with the accused for the purpose of presenting ~~charges~~ allegations, only the Faculty Senate President, the chair of the Faculty



Senate Research Committee, and the accused with his/her legal counsel, if desired, may be present.

~~Research Committee, and the accused with his/her lawyer, if desired, may be present. During hearings by the Committee of Inquiry or the Committee of Investigation, only duly appointed members of the given committee and the committee's invited witnesses with his/her lawyer, if desired, may be present.~~

### III. B. Inquiry

If a committee of Inquiry is required, the The Chief Research Officer Vice President of Research and the Faculty Senate President will appoint, within 10 calendar days of a response of "not guilty" to charges by the accused, a Committee of Inquiry of that will consist of three faculty members with one individual appointed as Chair.

During the inquiry, factual information is gathered and reviewed to determine if an investigation of the allegation is warranted. An inquiry is not a formal hearing; it is designed to separate allegations deserving of investigation from frivolous, unjustified or clearly mistaken allegations.

For any specific allegation or set of allegations, the The Committee of Inquiry will determine if an investigation is warranted and which specific allegations should be investigated. The preponderance of evidence standard shall be used in resolving all determinations of fact.

The Committee of Inquiry will submit a written report letter to the Chief Research Officer Vice President of Research and the Faculty Senate President within 30 calendar days of the formation of the Committee of Inquiry. This letter will convey their conclusions regarding the list of allegations that need to be addressed by a Committee of Investigation.

During hearings by the Committee of Inquiry, only duly appointed members of the given committee and the committee's invited witnesses, along with legal representation, if desired, may be present.

### III. C. Investigation

If the Committee of Inquiry so recommends, the Chief Research Officer Vice President of Research and the Faculty Senate President will appoint within 20 calendar days a Committee of Investigation within 20 days. The Committee of Investigation will consisting of five faculty members, other than those Those



serving on the Committee of Inquiry, may not be appointed to the Committee of Investigation, to conduct a full investigation.

The Committee of Investigation shall meet, meeting in closed sessions. The committee will review all materials, question relevant parties, and allow for all parties to present their views separately (without the presence of the other parties) to the Committee. The standard of clear and convincing evidence of wrong doing shall be applied to all determinations of fact.

During hearings by the Committee of Investigation, only duly appointed members of the given committee and the committee's invited witnesses, along with legal representation, if desired, may be present.

The Committee of Investigation shall only determine whether a breach of ethics has occurred and will not make recommendations relative to the nature or severity of the action to be taken.

Within 90 days, The the Committee of Investigation will prepare within 90 calendar days, a report indicating whether ethics violations have occurred; the The report may include estimation of one or more of the following:

- the scope of the intentional dishonesty perpetrated by the accused;
- the degree of gain that might accrue to the accused because of the unethical behavior;
- the seriousness of harm intentionally perpetrated against other individuals.

This estimation shall be used in determining disciplinary action against the accused.

If the Committee of Investigation finds that the complaint was intentionally dishonest and malicious, the committee can recommend action against the accuser.

In less serious cases, action may include a verbal reprimand, or, if conditions warrant, a letter in the offender's personnel file. In more serious cases, action might include such sanctions as additional supervision of research activity, loss of merit pay, or recommendation against promotion. In only the most serious cases should dismissal be considered.

The report will be submitted to through the Chief Research Officer Vice President of Research and the Faculty Senate President, who will forward the report to the Provost.

### III. D. Disposition:



The Provost will review the report and render a decision within 15 calendar days. ~~Any recommendation~~ Recommendations that may constitute of disciplinary action against a faculty member will be referred by the Provost to the appropriate dean, or other administrator as determined by the Provost. The dean or administrator will decide the appropriate action within 15 calendar days of receiving the recommendation.

Possible actions include a letter of reprimand in the offender's personnel file, additional supervision of research activity, loss of merit pay, or recommendation against promotion. In only the most serious cases should dismissal be considered.

~~If disciplinary action taken against a faculty member constitutes a grievable action under either Faculty Grievance Procedure I or Faculty Grievance Procedure II, the Faculty member may file a grievance in accordance with the appropriate procedure. Disciplinary actions against other any individuals associated with the University are subject to applicable grievance procedures.~~

The Committee of Investigation shall only determine whether a breach of ethics has occurred and will not make recommendations relative to the nature or severity of the action to be taken.

If the investigation committee finds that the complaint was intentionally dishonest and malicious, the committee can recommend action against the accuser.

In the event that allegations are not confirmed, the institution will make full efforts to restore the reputation of the accused by promptly notifying all parties who were informed of the investigation.

### III. E. Extension

The VicePresident of Research may grant an extension to the established time lines upon a written request by any of the parties involved

### III. F. Conduct of Meetings

During hearings by the Committee of Inquiry or the Committee of Investigation, only duly appointed members of the given committee and the committee's invited witnesses, along with legal representation, if desired, may be present.

### IVH. D. Guiding Principles

Maximize confidentiality and protect the reputations ~~for~~ of both the accused and accuser during the full process.

Assure the ~~respondent~~ accused a fair hearing and access to reports.



Minimize the number of individuals involved in the inquiry and investigation phases.

Individuals chosen to assist in the inquiry process should have no real or apparent conflicts of interest bearing on the case in question. They should be unbiased, and have appropriate background for judging the issues being raised.

Consultation of university legal counsel is probably necessary.

Appropriate funding agencies should be fully informed in writing at both the outset and conclusion of an investigation.

All detailed documentation of the Committees of Inquiry and Investigation shall be maintained by the Office of the ~~Chief Research Officer~~ Vice President of Research for at least three (3) years and must, upon request, be provided to authorized personnel.

Appropriate interim administrative actions will be taken by the Vice President of Research ~~Chief Research Office~~ at the outset of the inquiry stage to protect supporting funds and to ensure that the purposes of the project are being met.

## **Executive Interpretation**

### **Definitions (Section II)**

**H. B.** The Research Ethics Policy clearly restricts action to matters of research ethics; it does not address such things as simple ineptitude, non-fraudulent breach of contract, or malpractice covered by existing policy (see exclusions under section II). Note the following:

- ✖ The definition includes malicious and public (suggesting that neither maliciousness nor publicness, alone, is sufficient) misuse of the research ethics policy itself (reference section II.E).
- ✖ Exploitation of others includes misuse of colleagues, such as intentional and malicious failure to credit the work of another, deliberately misleading other individuals to obtain research goals, etc. It does not include benign activity that seems to, or may actually, exploit.
- ✖ This policy should not be construed to include any activity that is benign in intent (not malicious, deliberately misleading, etc.).

**H. E.** It is the responsibility of University faculty to protect its research integrity by condemning unethical research activity, by investigating credible charges of unethical research brought against the faculty's peers, by taking steps to restore the reputations of peers that are charged unjustly or in error, by assessing the damage done by an unethical peer if appropriate (see section III.C), and by seeking sanction through University administrative authorities against those who violate ethical research practices. Appropriate administrative personnel alone have the authority to deprive one of property or liberty interests (within legal constraints). Consequently we feel that the assessment and pursuit of sanctions against an individual should not be a matter addressed by this Policy.

### **Procedures (Section III)**

**III. A.** Charges that do not fall within the purview of this policy (see section II.B) should not be forwarded to a Committee of Inquiry. The processes of Inquiry and Investigation threaten an academician's most cherished professional possession—his or her reputation. That reputation should not be threatened without clear cause, thus charges that do not involve "Research Ethics" as defined by this document should be pursued through other channels. For these reasons, the President of the Faculty Senate and the Chair of the Faculty Senate Research Committee, upon receipt of the charges, should confirm that the charges comply in substance with this Policy's definitions before any action is initiated. This is not to say that the President of the Faculty Senate and the Chair of the Faculty



Senate Research Committee should judge the legitimacy of the charges or the facts of the case.

Because the Chief Research Officer has an overall view of University policy and activities that may be valuable at this stage of the process, the President of the Faculty Senate and the Chair of the Faculty Senate Research Committee, at their discretion, may consult with the Chief Research Officer prior to rendering a decision about whether the charges should go forward under this Policy.

It is in the interest of the accused and the University to provide an opportunity to the accused to abbreviate the procedures outlined in this Policy. Specifically, the accused need not be subjected to the trauma of a peer investigation if indeed he or she would prefer to admit guilt and be subjected to appropriate administrative sanction.

**III. B.** A Committee of Inquiry is responsible for determining whether the facts in the case are contentious (sufficient uncertainty exists to prevent a determination of innocence without extensive investigation), or that there is a probability that the position of the accused is or is not credible.

A driving concern of the Committee of Inquiry is the protection of all involved, and particularly that of the accused. Toward this end, a Committee of Inquiry should balance the need for information upon which to make a decision against the need for confidentiality. The merit of charges cannot always be made on the strength of charges alone, thus, to adequately protect the accused against a potentially damaging investigation, the Committee may need to expand its inquiry beyond the charges and accompanying documentation. At the same time, it must be realized that the likelihood of trauma and damage to reputation increases as the scope of an inquiry grows. The pertinent question is, how far should a Committee of Inquiry go to protect an unjustly charged individual against a more extensive investigation given the need to limit the scope of knowledge about the charges? The answer is that the Committee of Inquiry should limit its efforts to the minimum needed to establish that the facts in the case are contentious, or that there is a probability that the accused's position is or is not credible. Certainly the accused should have the opportunity to respond to the charges before the Committee of Inquiry. The Committee of Inquiry may need to seek clarification from the accuser, and may even need to resolve doubts by seeking evidence from another source. At all times, however, the Committee of Inquiry should seek to confine the extent of knowledge about the charges leveled, and consequently should cease its Inquiry as soon as it can conclude that the charges may or may not be grounded (not that the charges are or are not true). Strategies may include strictly limiting the number of individuals approached about the matter, limiting witnesses to individuals who have prior knowledge of the charges, or soliciting documentation from involved parties.

In addition to determining probability of ethics violation, the Committee of Inquiry should clarify the charges brought against the accused. This involves throwing out charges that are frivolous or ungrounded, and identifying those charges that may be grounded. A subsequent Committee of Investigation, because its investigation is more



thorough, needn't, of necessity, be bound to the scope defined by the Committee of Inquiry, but should give credence to its recommendations.

**III. C.** The Committee of Investigation is responsible for determining whether an ethics violation has occurred relative to the situation addressed by the charges. Such violation need not be limited to the specific charges, but should be related to the incidents addressed by those charges. The person who brings charges may be aware of only some of the ethical violations associated with a given incident, thus an investigation needs the freedom to note problems relative to that incident which it may uncover during the course of investigating the charges.

The Committee of Investigation, like its predecessor, is concerned with protecting the integrity of the parties involved. Consequently, it too should balance the need for information upon which to make a decision against the need for confidentiality. In this case, however, the balance should favor the gathering of information. It is more important that this Committee be correct in its decision than it is to limit the scope of knowledge about the investigation. The Committee should, of course, cease operation when it has enough information to make a just decision, but should not jeopardize justice in the name of confidentiality.

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## Event Registration /Sales & Solicitation

Solicitation on University property is strictly prohibited without authorization from the University Union. Evidence of such authorization shall be displayed at all times while on campus (e.g. copy of Reservation and/or Reservation forms with the University Union logo). Any authorized solicitations are subject to applicable University regulations, and local, state and federal laws. Solicitations may be approved for a specific area on campus or for all pre-approved campus-wide locations. No solicitation shall interfere or conflict with the mission of the University or its occupants. Any profits derived from solicitations on campus must be used for a purpose consistent with University policy and with the purpose of the sponsoring entity.

### Fees per Area:

Recognized Student Organizations	\$0/day
University Non-Auxiliary Department	\$0/day
University Auxiliary Department	\$25/day (per area)
Non-Affiliated Groups	\$50/day (per area)

### Regulations

- All events must adhere to the 72 hour reservation policy
- All solicitations on campus are subject to the following:
  - a) Must be authorized in writing to the University Union and Student Center.
  - b) Are restricted to approved areas.
  - c) May contain only legal materials and/or content.
  - d) Free Speech zones are Cox Plaza and Hendrix Plaza only.
- Vendors must be registered with the Associate Director of Information Services, and must have a completed Vendor Contract on file in the Union.

Amplified sound systems or visual aids: May be used only when authorized and only in areas specifically approved for such.

Athletic Events: Solicitations on the day of an athletic event are not permitted in an area east of Lake Hartwell, west of a line running from Mell Hall, past Tillman Hall to Lee Hall and bounded on the north by Highway 93 and on the south by Perimeter Road, unless so approved in advance by the University Union office and by the Athletic Department.

Designated times, days and areas: Authorized solicitation may be restricted to certain times of the day, to certain days of the week and to specified locations to preserve privacy, safety and the educational environment of the campus. Several areas have been designated on the campus for authorized solicitation. These areas have been selected so as to accommodate the needs of all persons wishing to solicit. The UU&SC can assist you in finding the proper location for your event.

Door-to-door solicitation is prohibited on campus for any reason.

Solicitation is not allowed under any circumstance in residence halls, classrooms or work areas except when it is specifically requested by a resident (residence hall) or authorized employee (classroom or work area) and shall be limited to the resident's room or other approved meeting area (e.g. lounge), or to a specific classroom, office or other departmental facility. Such requests by employees are subject to departmental policy. Any entity so soliciting must be accompanied by the individual making the request.

Solicitation by any person, organization or agency is generally not permitted in any other University building. However, solicitation may be authorized in any such building (other than those above) for the following activities:

1. Approved fund-raising activity for a department of the University, or an affiliated entity.
2. Approved fund-raising activity when sponsored and conducted or supervised by the University or affiliated entity.
3. Collection of data for University-sponsored research or for a class.
4. Approved fund-raising activity of a recognized local, state or national charitable organization (e.g. Red Cross).

### Sound

Any reservations between the hours of 8:00 a.m. – 9:00 p.m. Monday – Thursday and 8:00 a.m. – 4:30 p.m. Friday using sound must adhere to the 80 decibel limit. Any event exceeding 80 decibels (at 50 feet from speaker) will be asked to turn sound down. If problem persists, the University Union reserves the right to cancel the event.

### Table Guidelines

All solicitation must be tabled and under no circumstance are solicitors allowed to move from behind the table. All signage is restricted to the table only. The University reserves the right to cancel any event for violations to guidelines.

### Food and Beverages

ARAMARK must be contacted at 656-2044 before any food can be served in these facilities. All beverages, signage, or advertisements must be in compliance with the University's Rules and Regulations, and contract with Coca-Cola.

Statement of Equity: Nothing in this policy or its regulations is intended to infringe upon any constitutional or other legal rights regarding freedom of speech. This policy and regulations exist to ensure privacy, safety, and educational and work environment of campus occupants. Application of this policy and regulations will be neither arbitrary nor capricious, nor shall they be based on the political content of the solicitation. All constitutionally protected speech will be permitted within the reasonable time, place and manner parameters of this policy and regulations.



MINUTES  
FACULTY SENATE MEETING  
MAY 13, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:35 p.m. by President Dale Linvill. President Linvill commented on the Faculty Senate Orientation that was held prior to this meeting for all new Senators and Alternates.

2. Approval of Minutes: The Faculty Senate Minutes dated April 8, 2003 were approved as distributed.

3. Election of Faculty Senate/Faculty Representatives to University Committees: Normal voting rules were suspended in order to allow elections by plurality. Elections of Faculty Senators/Faculty representatives to University Committees were held by secret ballot.

4. "Free Speech": None

5. Special Order of the Day: Gerald Vander Mey, of Campus Planning Services, presented findings of the Classroom Assessment Status Report of May, 2003. Questions and answers were then exchanged.

Dori Helms, Provost and Vice President for Academic Affairs, responded to concerns about the availability of classes for freshmen and about a non-renewal clause in recent lecturer letters. The University has lecturers on hand and one-time money to pay them this coming academic year; all freshmen will be seated. The lecturer letters were written in consultation with University Counsel to insure their content would not be in violation of the *Faculty Manual*. It is not the intention of the University for the contracts to have after this year the clause about re-appointment eligibility for the upcoming academic year being contingent on waiving the right for one year's notice of non-renewal in the following academic year. The Provost stressed that it is a measure put in place because of the severity of the current and projected State budget cuts.

6. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Nancy Jackson stated that this Committee had met twice. One of those meetings was held at L. J. Fields where a discussion was held about developing a University Club. It seems we are moving in the right direction although no contracts have been signed so specifics cannot be shared at this time. Such a club would not take any state funds, but would, hopefully, pay for itself. This is a positive step towards something that many people have wanted on this campus for a long time. Senator Jackson reported that the Committee will also pursue issues of equity and tobacco use.



2) Scholastic Policies Committee – Chair Nancy Walker submitted and briefly explained the Committee Report dated May 13, 2003. Discussion ensued regarding the issue of electronic course evaluations. Senator Walker submitted and recommended the approval of the points regarding electronic evaluations contained within the Report to be forwarded to the Provost. Senator Daniell offered a friendly amendment which was seconded. Vote to amend was taken and passed. Senator John Meriwether moved to table this issue but there was no second. Senator Mike Ellison requested that the last paragraph be contained within the Minutes of this meeting to ensure that this action will be undertaken: “Prior to implementation decisions must be made concerning what information is made available and to whom it is made available (this should be considered by the Policy Committee.)” Vote to accept amended recommendation from the Scholastic Policies Committee regarding electronic course evaluations was taken and passed (Attachment A).

3) Finance Committee – Chair Beth Kunkel stated that there was no report but that the Committee will consider the recommendations of issues to pursue from last year’s Finance Committee.

4) Policy Committee – Chair Eleanor Hare stated that the Committee will meet on May 14<sup>th</sup> at 10:00 a.m. in room 402 Edwards Hall and submitted the Committee Report dated April 13 (Attachment B).

5) Research Committee – Chair Roy Dodd stated that there was no report.

6) Budget Accountability Committee – No report.

b. University Commissions and Committees:

1) Healthy Communities – Alan Grubb, Chair of the Faculty Senate Healthy Communities Select Committee, reported that he made a presentation to the Administrative Council describing the proposal of a wellness program for the University which was well received. If accepted by the Senate, the Report from this Committee will be brought to the Faculty Senate for acceptance and will then be forwarded to the President.

7. President’s Report: President Linvill:

a. reported that he will attend both Graduation Exercises to present scholarship awards to the long list of students who graduated from our University with a 4.0.

b. commented on the reorganization of the Graduate School which includes moving the International Program out of the Graduate School. An Office of International Relations will be established. President Linvill was asked to create a select committee to offer advice. Senators were asked to forward names of faculty who might be interested in serving on this committee.



c. commented on the College of Agriculture, Forestry, and Life Sciences meeting held last week regarding the problems with PSA. President Linvill will create a select committee to assist with the reorganization of this College. Senators were asked to forward names of faculty who might be interested in serving on this committee.

d. announced that Fran McGuire is his designee on the Athletic Council.

8. Old Business:

9. New Business:

a. President Linvill informed the Senators of their Faculty Senate Standing Committee assignments.


b. President Linvill stated that the Policy Committee will address the Lecturer Letters issue at tomorrow's meeting. Senator Hare reiterated that the Faculty Senate would like to be in the loop when such action is being undertaken by the University.

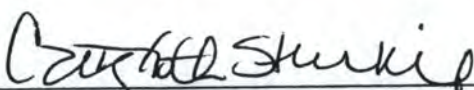
10. Announcements:

a. President Linvill reminded everyone of the Faculty Senate website at [www.lib.clemson.edu/fs/](http://www.lib.clemson.edu/fs/) and the monthly Faculty Senate Highlights which are distributed to all faculty.

b. The Senate was informed by President Linvill that the Grievance Board has asked the Faculty Senate to consider changing the *Faculty Manual* regarding the representation of named parties during a Hearing. The change would be that attorneys could not represent named parties, but could advise only. This proposed change will be brought to the Senate at the June meeting so that if approved, it can be incorporated into the *August, 2003 Faculty Manual*.

11. Adjournment: President Linvill adjourned the meeting at 4:29 p.m.

  
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Camille Cooper, Faculty Senate Secretary

  
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Cathy Toth Sturkie, Program Assistant

Absent: D. Smith (F. Barron for), G. Zehnder, T. Churan, B. Vander Mey (R. Campbell for), D. Rippey (M. Smotherman for)



Scholastic Policies Committee Report - May 13, 2003, as amended.

This Committee and other university officials met on May 7 with representatives from BlueShift, a company specializing in electronic evaluations and surveys. The Committee met on May 12 to discuss the idea of outsourcing electronic evaluations. As demonstrated at the meeting, course evaluations could be done electronically and include all features now present with the red form, including supplemental departmental and instructor questions.

Scholastic Policies Committee offers the following points for Senate consideration should such a system be adopted:

I. Faculty could choose between two options for course evaluation

1. electronic, in class
2. red form, in class

There should be identifiers associated with each method. Access to information obtained must be included in the original design. This committee would want to be able to make comparisons between the ~~two~~ <sup>two</sup> methods described above. The response rate of enrolled students must be included in the summary for each course.

Prior to implementation decisions must be made concerning what information is made available and to whom it is made available (this should be considered by the Policy Committee.)

II. Access to electronic evaluation system should be with the Clemson id and password.

The conditions for this means of access are:

1. a secure website
2. a statement from DCIT that there is no way to trace an individual from this method of access (id information cannot be used to reveal student identity)
3. the information obtained is not stored with the student id information.

Subsequent to the above conditions, there needs to be an effort to educate students and faculty members about the security, confidentiality, and anonymity of the system.

We are opposed to the use of id/passwords issued by the vendor and printed by the faculty member to be distributed to the class. We see potential misconduct with this method.

III. A fact sheet with helpful ideas should be developed for faculty to use in encouraging students to participate in course evaluation, ~~especially in the out of class method~~. (For example, evaluation is important in tenure/promotion decisions, it is part of the students' responsibility as a member of the student body, etc.).

IV. Consistent with the resolution passed at the April Senate meeting, Colleges using the red form must:

1. complete evaluations two weeks prior to the last day of class.
2. provide a representative to assist the university in processing forms

The University must provide secure and convenient work and storage space during the evaluation period.



**Report from the  
Chair of the Policy Committee  
April 13, 2003**

Beginning late last week, the chair of the committee began receiving emails and phone calls concerning some contracts being issued to lecturers. These contracts begin with a statement from the *Faculty Manual* as follows:

"The *Faculty Manual* on Page iii-5 provides the following information regarding the rank of Lecturer: 'The term of appointment shall not exceed one year, but may be renewed. Notice of renewal or non-renewal must be provided before July 1 for the following academic year. After four or more years of continuous appointment as a lecturer, one year's notice of non-renewal must be provided.'"

A statement that is found in some contracts is the following:

"By signing this agreement you fully understand and agree that you hereby waive any right that you might have to one year's notice of non-renewal after four or more years of continuous appointment as a lecturer. If you do not agree to the waiver of the one-year notice of non-renewal, your appointment as a lecturer will not be renewed for Academic Year 2003-2004."

Next Meeting: 10:00 a.m., <sup>May</sup>~~Apr~~ 14, 402 Edwards Hall  
Coffee will be available. Bring your cup.



MINUTES  
FACULTY SENATE MEETING  
APRIL 8, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:37 p.m. by President Kinly Sturkie. All guests were recognized by President Sturkie.

2. Approval of Minutes: The Faculty Senate Minutes dated March 11, 2003 and the General Faculty Minutes dated December 11, 2002 were both approved as written.

3. "Free Speech": None

4. Special Order of the Day: Patrice Noel explained a new program entitled, "Freshman Academic Warning Program OR Freshman Academic Success Program" and asked Senators for their thoughts. Questions and answers were then exchanged (Attachment A).

5. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Pamela Dunston submitted the Welfare Committee Report dated February 4, 2003 (Attachment B) and the Report of the 2002-2003 Welfare Committee (Attachment C).

2) Scholastic Policies Committee – Chair Nancy Walker submitted Committee suggestions regarding the University Advising Committee Composition, March, 2003 (Attachment D) and the Final Report, 2002-2003 (Attachment E).

3) Research Committee – For Chair Nadim Aziz, Dan Warner submitted the Research Committee's Annual Report 2002-2003 (Attachment F).

4) Finance Committee – Chair Daryl Guffey submitted two reports: the monthly Committee Report dated March 25, 2003 (Attachment G) and the Summary Report also dated March 25, 2003 (Attachment H).

5) Policy Committee – Co-Chairs John Huffman and Eleanor Hare submitted the monthly Committee Report dated April 1, 2003 (Attachment I) and the Final Report of the 2002-2003 Policy Committee Report (J).

6) Budget Accountability Committee – Chair Brenda Vander Mey submitted and briefly explained the Sneak Preview of Results from the Survey of Faculty Opinions on Compensation dated April, 2003 (Attachment K) and the Annual Report for 2002-2003 dated April, 2003 (Attachment L).

b. University Commissions and Committees:



1) University Undergraduate Curriculum Committee - Senator Nancy Walker noted that this Committee has worked hard on general education. The Committee is trying to fit the general education courses into categories that SACS requires. Work will continue during the summer.

6. Old Business:

a. On behalf of the Scholastic Policies Committee, Senator Walker submitted the Motion on Course Evaluations for approval by the Faculty Senate. There being no discussion, vote to approve motion was taken and passed (Attachment M).

b. On behalf of the Research Committee, Senator Warner submitted the Revised Research Ethics Policy for approval by the Senate. Discussion followed. Vote to approve revised policy was taken and passed unanimously (Attachment N).

c. Senator Hare submitted proposed changes to the Athletic Council Description on behalf of the Policy Committee (Attachment O). Fran McGuire, the Faculty Senate representative to the Athletic Council, explained the purpose of the changes. There being no discussion, vote to accept changes was taken and passed unanimously.

d. Senator Hare submitted and briefly explained the proposed Faculty Manual changes to the Academic Advising Committee (Attachment P). There being no discussion, vote to accept proposed changes was taken and passed unanimously.

e. Senator Hare referred to the approved (by the Provost) Faculty Manual change regarding the change from "chosen" to "elected" and asked that the Faculty Senate approve the suggestion by Alan Schaffer, the Faculty Manual Editorial Consultant, to also make the change in the procedures governing the selection of department chairs, assistant and associate deans, directors, or academic administrators of off-campus programs. Vote was taken and passed unanimously (Attachment Q).

7. President's Report: President Sturkie:

a. thanked the Executive/Advisory Committee, Secretary Connie Lee, and Cathy Sturkie for their assistance during his term;

b. reminded Senators that the Board of Trustees will be on campus at the end of the month and encouraged Senators to attend as many of their meetings as possible;

c. turned the floor over to Vice President Linvill to report on the Top 20 Forum. Linvill reported that we did not embarrass ourselves; that topics were of general interest; and that both irrelevant and relevant points were brought up.

d. described the President's Cabinet as a good vantage point to see the differences between Sikes Hall and the classroom. At President Sturkie's suggestion, President Barker will invite a member of the Executive/Advisory Committee to meetings as well as a first or second year faculty member so that faculty can get a sense of what happens on campus.



e. stated that the Parking and Transportation Task Force continues to struggle with this issue. A marathon meeting is scheduled during which final decisions will be made. There are some proposals that President Sturkie will vehemently oppose on behalf of faculty.

8. Outgoing Remarks and Introduction of Senate President: Outgoing remarks were made by President Kinly Sturkie who then introduced Dale E. Linvill, as the Faculty Senate President for 2003-04. New officers were installed at approximately 3:45 p.m.



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Connie Lee, Faculty Senate Secretary

9. New Business:

a. President Linvill welcomed the new Senators and noted that individual introductions will be done at the May Faculty Senate meeting.

b. Vacancies on the 2003-04 Senate Roster were noted by President Linvill, who also asked that they be filled as quickly as possible.

c. An orientation luncheon for new Senators and Alternates will be held at 1:00 p.m. on Tuesday, May 13, at the Madren Center immediately prior to the Senate meeting. This orientation is an effort to provide information and get acquainted.

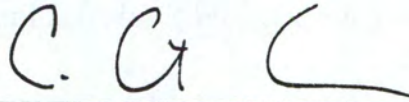
d. President Linvill asked continuing Senators to reply to the email message regarding their committee preferences.

e. President Linvill asked for a vote to continue the *ad hoc* Healthy Communities and Professional Responsibilities Committees. Vote to continue Committees was taken and passed unanimously.

f. President Linvill encouraged Faculty Senate college delegations to meet regularly with their deans. Such meetings prove to be productive.

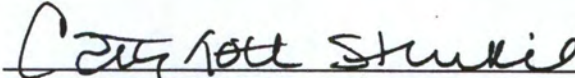
10. Announcements: President Linvill urged the Senators to designate two representatives from each college to the Advisory Committee; note which one will perform the duties of Lead Senator; and to forward this information to the Faculty Senate Office as soon as possible.

11. Adjournment: President Linvill adjourned the meeting at 4:05 p.m.



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Camille Cooper, Secretary



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Cathy Toth Sturkie, Program Assistant

Absent: J. Bertrand, L. Grimes, H. Hupp, S. Miller, G. Zehnder (R. Dodd for), J. Burns, P. Huesinkveld (S. Williams for), M. Taylor (R. Balakrishnan for), E. Makram (D. Warner for), J. Meriwether, N. Aziz, D. Rippy (M. Ellison for), A. Katsiyannis (R. Mayo for)



**Freshman Academic Warning Program  
Or  
Freshman Academic Success Program**

- What:** An academic early alert, early warning program for freshmen
- Who:** Coordinated through the Academic Support Center
- Where:** MyCLE or Scantron (scannable) form and e-mail
- When:** During the first four to five weeks of the fall and spring semester
- How:**
- 1) Faculty are informed of the freshmen students in their class(es) during the third week of class (after the last day to add a class).
  - 2) During the fourth or fifth week of class, faculty of freshmen are asked to electronically complete a short survey on each freshman's academic progress. Items would include: class attendance, assignment completion, class participation, overall class performance, and classroom behavior.
  - 3) The academic performance data are compiled by individual student and distributed (via paper or electronic form) to the freshman and his/her academic advisor. Notification to the student will provide information regarding available campus resources.
  - 4) Based upon the academic performance of the individual student, the academic advisor will make contact with the student or the student will make contact with the academic advisor.
- Why:** To enhance student academic success and assist freshmen in meeting Clemson's academic expectations.

Evidence from institutions with similar programs:

- Mississippi State University: increased first year GPA, increased persistence, decreased probation rate, and decreased attendance problems.
- Purdue University: extremely positive feedback, research is underway to determine improvement in D, F, & W rate for participating courses.
- Slippery Rock University: almost 90% faculty participation rate and 47% freshmen are cited for at least one academic issue.
- University of Mississippi: in a research study, students randomly assigned to the absence-based intervention group had higher GPAs and a lower rate of academic probation.



# Faculty Senate Welfare Committee

## Memorandum

**To:** Welfare Committee Members  
**From:** Pamela Dunston, Chair  
**CC:** Pat Smart  
**Date:** February 4, 2003  
**Re:** Meeting with Provost Helms

My February 4, meeting with Provost Helms concerning gender equity issues at Clemson was extremely informative. Below is a summary of the information she provided:

- A gender equity differential *may* exist in some departments across campus. Gender equity involves more than pay, i.e., committee workload, staff support, etc.
- Committee Work:
  - Women and minorities may be assigned to committees more than men due to the need to have minority representation on all committees across campus. No data to indicate whether women and minorities volunteer for committee work, are recruited, or expected to serve in this capacity.
  - Need to look at standing committees across campus to determine whether or not inequity exists and, if so, to what degree. Search committee membership data is available to determine over representation of minorities and/or women.
- Salaries:
  - Salary inequity is skewed by discipline. Currently, men dominate certain disciplines. Men in these disciplines tend to receive higher salaries than women.
  - Female administrators experience inequity in pay. There is no annual review for administrators resulting in no set criteria for pay increases.
  - Regardless of gender, deans across campus are earning considerably less than their counterparts at peer institutions across the nation. This is especially troubling as good deans tend to provide good leadership.
  - Faculty members receiving mid-range salaries (\$50,000-\$70,000) more likely to experience pay inequity.
  - Institutional Research has descriptive data for all employees earning \$50,000 or more per year. Data are collected for employees receiving less than \$50,000 but unable to access these data for legal reasons.
- Merit Pay
  - Faculty members unaware of peers' achievements; therefore, mistaken conclusions concerning who should/should not receive merit pay.



Ernest T. Moore  
 School of Education  
 Clemson University



- **Merit Pay: Base Salary Increase versus Bonus**
  - Current system adds merit pay to base salary thus increasing an employee's annual income for the duration of the employee's service to the university.
  - Bonus system awards an employee with a one-time, lump sum separate and apart from the annual salary.
  - The current system (merit pay added to base salary) can create performance problems when employees reach satisfactory income levels and decide to reduce productivity levels. Potentially, unproductive employees could receive high salaries and the University would have no recourse.
- **Recommendations for investigating pay equity:**
  - Provost Helms recommended contacting Wickes Westcott in Institutional Research to perform a regression analysis of mid-range faculty salaries (\$50,000-\$70,000). Provost Helms conduct a study such as this with staff salaries a few years ago. She recommended we consider the following variables:
    - Time on faculty
    - Rank
    - Years of Service
    - Average performance rating over the past 3 years on employee's form 3 evaluation.
- **Conclusion:** Pamela Dunston and Larry Grimes will contact Wickes Westcott to discuss the regression analysis of faculty salaries. In the meantime, Dunston will investigate findings and analysis procedures used in a similar, recently conducted study at the University of Georgia. Worth noting: If inequities between men and women's pay do exist, current budget cuts prevent the University from enacting large-scale corrective measures. The potential for law suits arising from salary inequality in a time when financial support from the state is declining or nonexistent is worth considering.



X-Time: <200302031956.h13Jul016121>  
X-Sender: dguffey@mail.clemson.edu  
Date: Mon, 03 Feb 2003 14:56:45 -0500  
To: pdunsto@CLEMSON.EDU  
From: Daryl Guffey <dguffey@CLEMSON.EDU>  
Subject: Fwd: Faculty Compensation Task Force  
Cc: sludlow@CLEMSON.EDU

B3

Dr. Dunston:

I received the following information from Mr. Scott Ludlow. The Administrative Council believes this should be shared with the Welfare Committee and the Faculty Senate. Because you chair the Welfare Committee I am forwarding it to you for distribution to your committee.

Thanks,  
Daryl

X-Time: <200302031929.h13JTqp07312>  
X-Sender: sludlow@mail.clemson.edu  
X-Mailer: QUALCOMM Windows Eudora Version 5.1.1  
Date: Mon, 03 Feb 2003 14:29:50 -0500  
To: dguffey@CLEMSON.EDU  
From: Scott Ludlow <sludlow@CLEMSON.EDU>  
Subject: Faculty Compensation Task Force  
Cc: scathy@CLEMSON.EDU


Dr. Guffey:

Upon receipt of the update report from the Faculty Compensation Task Force, the Administrative Council was surprised to see how well Clemson fared in comparison to other institutions on this item and requested that the attached document be shared with the Faculty Senate Welfare Committee. Thanks.

<...><...><...><...><...><...><...><...>

Scott Ludlow  
Chief Business Officer  
G 06 Sikes Hall  
Box 345301  
Clemson, SC 29634-5301

Phone: 864-656-2420  
E-mail: SLUDLOW@CLEMSON.EDU

 Retire Benefits.xls

Daryl M. Guffey  
School of Accountancy and Legal Studies  
College of Business and Behavioral Science  
326 Sirrine Hall  
Clemson University



**AAUP Faculty Compensation Survey, 2001-02**  
**Average Benefit Expenditure by Rank, Selected Institutions**  
 (Ranked by the percentage of salary for all ranks combined)

**Fringe Ben Retirement**

	Professor			Associate			Assistant			All Ranks		
	Avg.	No.	% of Salary	Avg.	No.	% of Salary	Avg.	No.	% of Salary	Avg.	No.	% of Salary
Ohio St U- Main OH 204796 Public I	13,124	876	14.00	8,894	685	14.00	7,728	449	14.00	10,474	2,014	14.00
Miami U OH 204024 Public I	11,477	294	13.79	8,457	213	13.79	6,537	209	13.79	8,579	814	13.79
U Virginia VA 234078 Public I	11,561	477	10.75	7,629	252	10.72	5,914	198	10.42	8,931	1,005	10.80
Georgia Tech GA 139755 Public I	11,269	303	10.34	8,487	218	11.04	7,190	188	10.53	9,322	710	10.56
Clemson U SC 217882 Public I	8,212	408	10.22	6,598	223	10.68	5,375	198	10.22	6,621	960	10.33
Michigan St U MI 171100 Public I	8,975	899	10.00	6,760	481	10.00	5,389	478	10.00	7,313	1,940	10.00
U Georgia GA 139959 Public I	8,289	718	9.35	5,979	488	9.49	5,092	425	9.56	6,658	1,700	9.46
U Pittsburgh- Main PA 215293 Public I	9,545	397	9.96	6,055	375	9.25	4,784	364	8.45	6,519	1,282	9.33
Virginia Tech VA 233921 Public I	8,734	490	9.24	6,181	402	9.24	5,100	282	9.24	6,612	1,295	9.24
UNC- Chapel Hill NC 199120 Public I	8,232	514	7.96	6,154	253	8.52	5,523	209	9.16	6,694	1,175	8.29
North Carolina St U NC199193 Public I	7,291	472	7.86	5,630	339	8.31	5,102	226	8.66	5,645	1,257	8.06

**Notes:**

Institution Listing: institution name; state; Unit ID; Control (Public, Private-Independent, Church-related); and AAUP Category (I-Doctoral, IIA-Master's, IIB-Baccalaureate, III-Associate, IV-No Ranks)

"Avg." Average institutional expenditure per eligible faculty member (not employee contribution)

"No." Number of faculty included in expenditure. (For tuition, this is actually the number of individuals for whom tuition was paid, not the number of faculty eligible for the benefit.)

"% of Salary" Benefit expenditure as a percent of average salary.

"All Ranks" includes faculty designated as Instructor, Lecturer, and No Rank (where applicable).

"—" indicates less than three faculty in a given rank

## SAMPLE FACULTY ELECTRONIC FORM

### Faculty Name, Course Listing

Student ID Number	Student Last Name	Student First Name	Overall Student Performance is Satisfactory	Overall Student Performance is Not Satisfactory	If not satisfactory, check all that apply: (drop down box)	Comments
					-not attending class regularly -not completing assignments on time -not participating in class activities/discussions -not earning a grade of "C" or better -not demonstrating appropriate class behaviors	



## ***Annual Report of the 2002-2003 Welfare Committee***

Pamela J. Dunston, Chair

April 7, 2003

*Welfare Committee Members: Connie Lee, Nancy Jackson, Larry Grimes, Harold Hupp, Paula Heusinkveld, and Pamela Dunston*

The Welfare Committee worked on several projects during the 2002-2003 term of office. The committee met on a monthly basis throughout the academic year. The issues and current status of each are outlined below.

### **1. Spouse/Partner Employment:**

The Michelin Career Center at Clemson University and the Clemson Chamber of Commerce inaugurated the new program in August 2002. The program is designed to assist spouses/partners of new Clemson faculty members in attaining employment in the upstate. Newly hired employees received brochures and packets of information about services available in the upstate to their spouses/partners and were encouraged to avail themselves of these services. Status: Projected completed.

### **2. State Medical Insurance Coverage and Summer Sick Leave for 9-month Employees:**

The committee followed up on steps initiated during the spring of 2002 under the direction of Connie Lee, chair, of the 2001-2002 Welfare Committee. During the spring of 2002, a letter requesting changes to state medical insurance and employee sick leave was sent to Legislator Buddy Webb. In November, another letter was sent to the newly elected state representative for the Clemson area. The committee did not receive a response to either letter. Status: Carry over to the 2003-2004 Welfare Committee agenda with renewed efforts to resolve.

### **3. Well Communities Project:**

Acting in behalf of the Welfare Committee, former Faculty Senate President Alan Grubb chaired a representative group of individuals from across campus to design a project to promote healthy lifestyles, exercise, nutrition, and medical care. The committee is in the final stages of completing the Well Communities program. The program's initiation will coincide with the reopening of Fike Recreation Center in late May or early June. Status: Completion pending.

### **4. University Club:**

The need for a University Club for socialization and collaboration was discussed throughout the year. Possible sites were identified and information gathered concerning cost and feasibility. The proposed sites were too costly and restrictive. The Welfare Committee members sighted several legitimate reasons for establishing a University Club and the importance of such a club at this particular time. The Committee members expressed concern about the financial crisis Clemson is currently experiencing yet faculty members are maintaining high levels of optimism and positive attitudes. The Welfare Committee members believe a club where faculty



members gather socially would contribute to sustained positive attitudes and behaviors. Status: Carried over to 2003-2004 term

**5. Gender Equity and Pay**

Gender equity was discussed throughout the academic year. Provost Dori Helms was consulted for guidance, direction, and advice. The Provost recommended working with Institutional Research to generate a research design that has the potential to discriminate between factors that may account for pay differences within disciplines. Drs. Larry Grimes and Pamela Dunston will continue working with this issue throughout the summer in preparation for data analysis to begin in fall 2003. Status: Carried over to 2003-2004 term.

**6. Tobacco Use on Campus:**

The current policy on tobacco use on campus is insufficient and virtually non-enforceable as penalties for rule infractions are left to the discretion of the College or building administrators. CU Environmental Committee is investigating the possibility of creating a smoke-free environment on Clemson's campus. Status: Carried over to 2003-2004.



Scholastic Policies Committee: suggested University Advising Committee Composition, March 2003

We propose that faculty members (elected or appointed) should be specified as tenured or tenure-track faculty.

Following "director of each college academic advising center" should be "or equivalent unit."

We suggest dropping the specific positions from Student Affairs.

I have shown these changes in bold italics in the attached file.

The committee in consultation with Arlene came up with two plans for the composition, either of which is acceptable to the committee. Both of these plans reduce the number on the committee and maintain a majority of tenured or tenure-track faculty.

Plan 1:

two tenured or tenure-track faculty elected from each college for a two -year term, on a staggered basis (10 faculty)

director of each college academic advising center or equivalent unit (5 non-faculty, although some of these might be regular faculty)

1 representative from Student Affairs (1 non-faculty)

2 undergraduates (non-faculty).

This results in at least 10 faculty and 8 non-faculty. However, the Provost does not appoint any of these.

Plan 2:

one tenured or tenure-track faculty elected from each college for a two-year term (5 faculty)

3 tenure or tenure-track faculty at-large appointments made by the Provost (3 faculty)

director of advising center or equivalent (5 non-faculty)

1 representative from Student Affairs (1 non-faculty)

1 undergraduate (1 non-faculty).

This results in at least 8 faculty and 7 non-faculty. It decreases faculty representatives from the colleges, but gives the Provost flexibility in appointing 3 faculty.

Scholastic Policies Committee, Final Report, 2002-2003 Submitted by Nancy Walker

The committee advised Debra Jackson in responding to SACS recommendations relating to undergraduate advising and to faculty qualifications for teaching graduate courses.

The committee reviewed a situation where in the name of academic freedom a faculty member was asking questions that violate students' right to privacy. This situation was resolved.

The committee spent considerable time revising a proposed Academic Redemption Policy in collaboration with student representatives. After some modification, the university approved this policy.

We considered composition of the University Academic Advising Committee and returned our recommendation to the Policy Committee.

For Fall 2003 semester, the committee has proposed the limited use of electronic course evaluations to ease the difficulties inherent with the paper evaluations. Next year's Scholastic Policies Committee should follow this agenda item.

We have spent time discussing the concept of electronic syllabi with student representatives and Dr. Jerry Reel. Next year's committee should pursue this.

A forum on distance delivery of courses has been discussed with Dean Bonnie Holaday. The graduate school is very interested in planning this event in cooperation with faculty. Early in fall semester is the target date. One of the first items for the next Scholastic Policies Committee is to contact Senate President Linvill, Dean Holaday and Dean Reel regarding this proposed event.

On several occasions the committee has met with various persons in administrative positions relevant to the item under consideration and have included student representatives when appropriate. I suggest that this committee continue this practice in the future. Having interested parties at the discussion table has greatly facilitated our work this year and led to the accomplishments outlined above.



ANNUAL REPORT  
THE FACULTY SENATE RESEARCH COMMITTEE  
2002 – 2003

Committee Members: Rudy Abramovitch, Nadim Aziz, Wayne Chapman, Antonis Katsinyannis, Elham Makram, Mary Ann Taylor, Dan Warner, and Jeoff Zender

Below is a summary of the major activities of the Research Committee.

**Research Forum.** The Research Committee conducted a Forum on research on February 5, 2003. The Forum covered topics dealing with the status of research at the University, how faculty in various colleges achieve scholarship and how these colleges facilitate avenues for faculty to achieve scholarship. The Forum also included presentations on ethic and the research ethics policy, technology transfer, research compliance, and graduate school issues. Several issues were discussed that would facilitate the faculty and University research mission.

**Research Ethics Policy.** The Research Committee conducted a thorough review of this policy. The revised policy was presented to the faculty senate for a vote. The revisions to the policy included making the policy compliant with the NSF policy on research ethics misconduct.

**Consulting Policy.** The committee also conducted an evaluation of the University Consulting policy. Policies from several public and private universities were evaluated. The outcome of this evaluation highlighted the need to have a consistent consulting policy for the University. In particular, the Policy should clearly state that faculty are permitted a 1-day per work-week of consulting. Further, it should be noted that the time for approval of consulting requests of two weeks prior to the commencing the actual consulting should be reduced significantly except for cases of potential conflict of interest. Further, current practices are not clear on consulting by 12-month faculty.

The research committee worked with the Research Compliance Office to give appropriate credit to faculty members serving on Research Compliance committees.

There was allegation of research misconduct. The allegation was rejected. A second allegation is being evaluated.

Respectfully submitted,

Nadim M. Aziz  
March 31, 2003

Finance Committee Report  
Faculty Senate Executive/Advisory Committee Meeting (March 25, 2003)

The finance committee met on Tuesday (March 25, 2003) at 11:15AM in 323 Sirrine Hall. Present were Daryl Guffey, Gary Lickfield, and Webb Smathers.

I. Old Business

- a. Dollar flows from departments to centers/institutes—Daryl Guffey distributed the list of “official” institutes and centers. The centers and institutes to review were discussed. A decision was reached to review funding in four (4) institutes/centers:
  - i. Genomics Institute
  - ii. Strom Thurmond Institute
  - iii. Institute on Family and Neighborhood Life
  - iv. Center for Advanced Materials & Manufacturing

II. New Business

- a. Senator Guffey distributed an e-mail from Chuck Linnell. The e-mail requested that Student Technology Funds be used to fund on-line student evaluations. Furthermore the e-mail requested that students who failed to complete the on-line evaluations not be allowed to register and/or be dropped from classes. Senator Guffey reported the following. (1) Scott Ludlow was contacted. He indicated that student technology funds are allocated to DCIT. The director of DCIT was currently indisposed. DCIT is organizationally under the Provost. (2) Senator Guffey reported that he mentioned this topic to the Provost during the Budget Accountability Committee’s meeting. The Provost preferred a “constant reminder” on MYCLE in lieu of not allowing students to register and/or dropping them from classes. She expressed concern that dropping students and/or not allowing them to register might foster resentment. The Finance Committee noted that the use of on-line evaluations was being reviewed by the Scholastic Policy Committee. The Finance Committee decided to table this item until the Scholastic Policy Committee had completed its tests of an on-line student evaluation.
- b. The Finance Committee reviewed and approved the summary report to be submitted to the Faculty Senate.



**Finance Committee  
Summary Report—3/25/03**

The finance committee reviewed the following:

1. The finance committee reviewed a concern that AAH received less of the tuition associated with courses offered in summer school than other colleges. The concern stated that prior to 2002 four of the colleges received 76% of the tuition for courses taught. AAH received 64%. During 2002 four colleges received 64% while AAH received only 52%. Provost Helms explained that the distribution was part of an agreement President Barker (then Dean Barker) had established with the administration. AAH received an additional \$500,000 in their budget in lieu of the summer funds.
2. Reimbursement for use of personal automobiles—Senator Guffey spoke with Scott Ludlow. Mr. Ludlow stated that research funds were required by federal law to be distributed in the same manner as other funds. Furthermore state law requires the 4-cent differential in reimbursement when using one's personal vehicle when a state vehicle is available.
3. Summer School Funding—Senator Guffey spoke with Dean Trapnell. Dean Trapnell stated that the College plans for summer school knowing that some courses will not be self-sufficient, such as graduate courses. He said that planning begins during the fall semester. The college/departments begin tracking enrollment numbers no later than April to determine if problems exist so they can be addressed as early as possible. The College allows departments to plan for summer school knowing that some courses will not be self-sufficient. The college looks at the academic unit (department) overall in assessing financial sufficiency, not one course at a time. This procedure allows a small graduate class to proceed when it is not self-sufficient. That is, "excess" revenues from larger classes within the unit cover the cost. This process is important for the sustainability of the graduate programs. Usually the College/department knows about the need to reduce the pay for certain courses fairly early. He said the College/department seldom makes reduced pay an issue "late" in the process. Senators Lickfield and Smathers confirmed that similar processes occur in the College of Engineering and Science and the College of Agriculture, Forestry and Life Sciences. Senator Burns reported a different system was used in the College of Architecture, Arts, and Humanities. The departments in AAH do not follow a common policy in planning summer school courses. Each department determines when a class will or will not make, and this often goes down to the wire (with classes on occasion being cancelled the day before instruction is to begin). There are no plans made at the college level to offer classes that are not cost effective, and they have very few graduate courses taught in the summer. Historically the college has left these matters to the discretion of the chairs.



4. Senator Lickfield received questions about fringe benefit rates charged to tenure track 9 month faculty, post docs, research professors versus fringe benefit rates for tenure track faculty in the summer and staff. He checked if the information he received was correct and if the rates were specific to his college. Senator Lickfield determined that this was a "non-issue."
5. The committee received an e-mail from Chuck Linnell. Professor Linnell asked if student technology funds could be used to fund an on-line student survey. He suggested that students not be allowed to register for classes until they had completed the survey. Senator Guffey contacted Scott Ludlow about student technology funds. He stated that student technology funds were allocated to DCIT so it would organizationally fall under the Provost's office. Chris Duckenfield is the director of DCIT but was indisposed. Senator Guffey spoke briefly with the Provost about this issue. The Provost preferred a constant reminder appearing on MYCLE in lieu of not allowing students to register. She was concerned that not allowing students to register would cause controversy. The committee decided to table this idea until the issue of on-line evaluations was resolved.

Continuing Issue:

6. The finance committee received concerns that funds were being diverted from the colleges to centers and institutes. The committee sent a letter to Provost Helms stating the concerns. The Provost is willing to "open the books" for the committee. The committee has acquired a list of all "official" institutes and centers and is selecting ones to review. A decision was reached to review funding in four (4) institutes/centers:
  - i. Genomics Institute
  - ii. Strom Thurmond Institute
  - iii. Institute on Family and Neighborhood Life
  - iv. Center for Advanced Materials & Manufacturing



## Report of Policy Committee Meeting

April 1, 2003

Library Conference Room

Athletic Council. The Policy Committee approved changes in the *Faculty Manual* to the subcommittee structure of the Athletic Council as requested. These changes are necessary to simplify reporting to the NCAA. This will be presented to the Faculty Senate under Old Business on April 8.

Elected vs. chosen in selection of search committees. In March the Faculty Senate approved changing "the majority of the representatives to the committee shall be **chosen** by the faculty" to "the majority of the representatives to the committee shall be **elected** by the faculty" in the procedures for selection of the dean of a college or Library. Alan Schaffer reported that the imprecise word "chosen" ought also to be replaced by the clear "elected" in the procedures governing the selection of search committees for department heads, assistant and associate deans, directors, or academic administrators of off-campus programs. The Senate will be requested to also approve these additional changes to the *Faculty Manual* on April 8.

Summer Pay. Part VIII of the *Faculty Manual*, Professional Practices, H. Summer Employment (page viii-7) provides that "Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour." According to "institutional memory," Provost David Maxwell proposed this uniform policy in order increase summer pay to faculty and provide equity and fairness. The Provost will present a proposal for modification of this provision to the Policy Committee soon after the next Senate convenes. However, the current *Faculty Manual* provisions for summer pay remain in effect and will continue to be used for the present.

University Advising Committee. A change to the description and composition of the University Advising Committee in the *Faculty Manual* was approved by the committee. This will be presented to the Faculty Senate under Old Business on April 8.

Emeriti versus Retired in Regular Faculty Ranks. The Policy Committee decided not to consider this issue further.

The Annual Report of the 2002-2003 Policy Committee is on the web at

<http://www.cs.clemson.edu/~ehare/Policy/annual.html>



## FINAL REPORT OF THE 2002-2003 POLICY COMMITTEE

John Huffman and Eleanor Hare, co-chairs

The Policy Committee considered a number of matters during the 2002-2003 term of office. The more important items upon which action was taken were:

- *Faculty Manual* changes to the post-tenure-review (PTR) procedures to clarify how PTR review documents are forwarded through deans to the Provost and reduce the paper work required when the faculty member receives a rating of "satisfactory." Awaits approval by the Provost.
- *Faculty Manual* additions defining faculty as being in academic units that are under the jurisdiction of the Provost and limiting use of the *Faculty Manual* grievance procedure to faculty in academic units under the jurisdiction of the Provost. Approval by the Provost, 3/13/03.
- A *Faculty Manual* addition to place the Ethics Policy in the appendices to the *Faculty Manual* and require the same procedures as used to change the *Faculty Manual* be used to change the Ethics Policy. Awaits approval by the Provost.
- A *Faculty Manual* change moving the description of the Faculty Representative to the Board of Trustees from Appendix F into the body of the *Faculty Manual* and making this position nonrenewable. Approved by the Provost, 2/20/03.
- A *Faculty Manual* addition to add the Senior Vice-President and Dean of Undergraduate Studies to the voting membership of the Academic Council. Approved by the Provost, 12/17/02.
- A *Faculty Manual* change that substitutes the word "elected" for the word "chosen" to describe how the majority of the members of the selection committee for the dean of a college or Library should be selected. (This policy should be extended to apply to the selection of search committees for department heads, assistant and associate deans, directors, and academic administrators of off-campus programs.) Approved by the Provost, 3/13/03.
- Recommended that Search Procedure Guidelines proposed by the Office of Access & Equity be modified to (1) substitute letters of recommendation for verification of credentials, (2) delay background checks until offer has been accepted, and (3) waive background checks for former employees who return to service at



the University within a year following voluntary termination.  
Passed by the Senate, 6/11/02.

- Worked with Wickes Westcott (Institutional Research) to modify Form 3 (Evaluation Summary) in Appendix C, Guidelines for Faculty Evaluations, of the *Faculty Manual*. The new version of this form is now in use.
- Requested changes to the description and composition of the University Advising Committee. To Senate, 4/8/03.
- Requested changes to organization of the Athletic Council. To Senate, 4/8/03.

**Items passed by the 2001-2002 Policy Committee and Faculty Senate on which action remains pending:**

- A *Faculty Manual* statement that the university will not discriminate by reason of sexual orientation was adopted by the Senate. Approved by the Provost and awaiting approval by the Board of Trustees.
- A *Faculty Manual* provision to extend the probationary period for parenting was passed by the Senate. The Deans, through the Provost, requested changes which were rejected by the 2001-2002 Policy Committee. Awaits approval by the Provost, 11/27/01.

**Items on which action was not completed prior to April 8, 2003:**

- Moving the text of Appendix C to the *Faculty Manual* (Guidelines for Faculty Evaluations) into the body of the Manual. Alan Schaffer has submitted a first draft.
- Examination of rationale for 30-day time limit on filing of GP-I petition.
- The possible need for the Faculty Senate to have access to a legal opinion other than that of the University attorney. It was agreed to examine private sources of funding.
- Need to clarify the description of membership in the Academic Council. Is it 2 faculty including dean or 2 faculty plus dean from each college?
- University Consulting Policy. The Research Committee needs to draft a comprehensive consulting policy for consideration by the Policy Committee.



# SNEAK PREVIEW OF RESULTS FROM THE SURVEY OF FACULTY OPINIONS ON COMPENSATION

April, 2003

Budget Accountability Committee, Vander Mey, Chair

## I. Performance-Based Pay Raise Criteria & Procedures<sup>1</sup>

ANOVA by College:

Statistically Significant Differences on:

- High level research funding (highest means among CBBS & CES)
- High level of peer reviewed scholarship (highest means among CBBS & CES)
- High Ph.D. graduate productivity (highest means among CBBS & CES)
- Exemplary and innovative service and extension programs (highest means among CAFLS & AAH)

Means test by status faculty & administration:

- Leadership of major programmatic initiatives (Admin 4.12; faculty 3.74)
- High level leadership of major national & international professional societies (Admin 4.12; Faculty 3.56)

## II. Appropriateness of Published Guidelines:

ANOVA by College:

Statistically Significant Differences on:

- Performance raises will include performance-based salary increments and/or salary compression adjustments... (CBBS, 4.00; CES, 3.87);
- Salary increments for performance raises should not exceed 10% (CAFLS, 3.76; HEHD, 3.58)

Means test by status faculty & administration:

- Performance raises will include performance-based salary increments and/or salary compression adjustments... (Admin, 3.91; Faculty, 3.69);
- Administrative faculty will be considered for performance-based salary increments.... (Admin, 4.34; Faculty, 3.18)

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<sup>1</sup> The items reported here were scaled 1=strongly disagree/disapprove or very inappropriate to 5=strongly agree/approve or very appropriate



### **III. Perceptions of Adherence to Guidelines**

**ANOVA by College:**

- The criteria for the performance-based increases were adequately disseminated to faculty (CAFLS, 3.82; CBBS, 3.66)

**Means test by status faculty & administration:**

- No statistically significant differences

### **IV. Appropriateness of Communication**

**ANOVA by College:**

- Having Chair/School Director e-mail guidelines & deadlines (CBBS, 4.10; CAFLS, 3.73);
- Having a turnaround time of about 3 weeks.... (CBBS, 3.80; CES, 3.39);
- Requiring that faculty self-nominate (HEHD, 3.48; CBBS, 3.43)

**Means test by status faculty & administration:**

- No statistically significant differences

### **Other Findings:**

**Are performance-based raises appropriate at Clemson?**

7.9% Strongly Disagree; 4.9% Disagree; 7.9% aren't sure; 35.6% Agree; and, 43.6% Strong Agree;

**Should performance-based raises be a permanent feature at Clemson?**

9.7% Strongly Disagree; 7.1% Disagree; 13.1% aren't sure; 31% Agree; and, 39% Strongly Agree;

**Should Cost of Living raises be a regular part of faculty compensation?**

2.1% Strongly Disagree; 3.4% Disagree; 4.5% aren't sure; 20.6% Agree; and, 69.4% Strongly Agree;

**Should a bonus system for faculty be implemented at Clemson?**

21.2% Strongly Disagree; 15.3% Disagree; 22.5% aren't sure; 16.6% Agree; and, 24.4% Strongly Agree.

**Game plan:** To have the final report submitted for approval during May, 2003.

**BUDGET ACCOUNTABILITY COMMITTEE  
REPORT FOR AY 2002-2003  
April, 2003**

**The Budget Accountability Committee:**

- responded to queries made by constituents re comparing % increases in pay of faculty and administration, breakdowns of % raises by workload distribution;
- made sure that constituents were aware of publicly accessible salary reports, including the Comprehensive Report;
- received clarification on criteria used to designate status faculty;
- conducted a campus-wide survey of faculty opinions on faculty compensation at Clemson University.

**Unfinished Business:**

- finalizing the report on faculty opinions about faculty compensation at Clemson University;
- articulating a Philosophy of Compensation;
- conducting a survey of staff re opinions about staff compensation at Clemson University.

**Work to be Continued by Next Committee:**

- continue to work with Classified Senate, the Welfare Committee of the Faculty Senate, the Women's Commission and other interested and affected committees and commissions re the use of university monies and the compensation of faculty and staff.

Respectfully submitted,

*Brenda J. Vander Mey*  
Chair



### Motion on Course Evaluations

To alleviate delays caused by the volume of paperwork necessary for course evaluations, the Scholastic Policies Committee requests that the following measures be implemented for Fall, 2003:

1. Evaluations must be completed two weeks prior to the last day of class.
2. A representative will be provided from each college to assist the Office of Academic Services in processing forms.
3. Instructors in classes using laptops will be encouraged to do the course evaluation electronically **in class**. The content of the electronic form would be identical to the paper form.
4. Secure and convenient work and storage space must be provided during the evaluation period.

# POLICY on RESEARCH ETHICS

Faculty Senate Approval, April 14, 1992  
Board of Trustees Approval, January 29, 1993  
Amended Board of Trustees Approval, May 1, 1998

## I. PREAMBLE

Research institutions have a critical responsibility to provide an environment that promotes integrity, while at the same time encouraging allows for openness and creativity among scholars. Care must be taken to ensure that honest error and ambiguities of interpretation of scholarly activities are distinguishable from outright misconduct. To address all allegations of fraud or misconduct, definitions, policies, and procedures must be in place to facilitate and guide such processes.

This policy is applicable to all researchers associated with Clemson University, including faculty, students, and staff. If charges are brought against non-faculty members of Clemson University, appropriate substitutions should be made for the role of Faculty Senate officers and dean. ~~Although the policy focuses on research, it is to be construed in the broadest sense to include research, engineering, and educational activities.~~ If charges are brought against a former student that could result in the student's degree being revoked, those charges should be processed through the University's Policy and Procedure on Revocation of Academic Degrees rather than through this policy.

## II. DEFINITIONS

### II. A. Research:

Research is used in a general sense ~~(as opposed to scientific research)~~ to yield a policy applicable to all ~~academic~~ disciplines in the university.

### II. B. Misconduct:

Misconduct or scholarly misconduct is the fabrication or falsification of data, plagiarism, or other practice that seriously deviates from those that are commonly accepted within the academic or research community for proposing, conducting or reporting research or scholarly activity.

~~Dishonest deviation from accepted practices in conducting research activities.~~



~~Fraudulent failure to comply with university, regulatory, and funding agencies requirements affecting specific aspects of the conduct of research.~~

This definition includes:

Fraudulent failure to comply with university, regulatory, and funding agencies requirements affecting specific aspects of the conduct of research.

Falsification of data -- ranging from falsification or intentional misrepresentation of methods, materials, or results to selective reporting of findings, such as the purposeful omission of conflicting data with the intent to manipulate the results;

Plagiarism -- representation of another's work as one's own is the act of appropriating the literary composition of another, or parts or passages of his or her writings, or the ideas or language of the same, and passing them off as the product of one's own mind. It involves the deliberate use of any outside source without proper acknowledgement. Plagiarism is scholarly misconduct whether it occurs in any work, published or unpublished, or in applications for funding.

Misappropriation of others' ideas -- the unauthorized and intentionally dishonest use of privileged information (such as that which might be gained during peer, paper, or grant reviews), however obtained.

Malicious and public misrepresentation of a colleague's ethical research behavior.

Conflicts of interest that could influence the researcher's decisions or conclusions, or which could provide unfair gain to the researcher.

~~Other misuse of position as researcher for personal gain.~~

Exploitation (such as failure to credit work, misrepresentation of a research relationship, etc.) of students, or other persons, for research purposes.

Other misuse of position as researcher for personal gain.

This definition does not include:

Non-fraudulent failure or inadequacy of performance, incompetence, or honest error;

Non-fraudulent breaches of contracts;



Employment discrimination, sexual harassment, violation of human subjects policy or animal welfare policy, or other forms of misconduct that are the concerns of different distinctive administrative policies.

## **II. C. Inquiry:**

Expeditious gathering and review of information to determine if an investigation is warranted:-

~~This is not a formal hearing, but a process designed to separate frivolous, unjustified or mistaken allegations from facts regarding the incident.~~

## **II. D. Investigation:**

**A formal examination and evaluation of all relevant facts to determine if an instance of misconduct has occurred, to evaluate its seriousness, and if possible, to determine responsibility and the extent of any adverse effects resulting from the misconduct.**

## **II. E. Day or Days:**

Day or Days shall refer to calendar days.

## **~~II. E. Disposition:~~**

~~The Committee of Investigation shall only determine whether a breach of ethics has occurred and will not make recommendations relative to the nature or severity of the action to be taken.~~

~~If the investigation committee finds that the complaint was intentionally dishonest and malicious, the committee can recommend action against the accuser.~~

~~In the event that allegations are not confirmed, the institution will make full efforts to restore the reputation of the accused: the accused's recommendations to accomplish this should be accommodated insofar as is possible.~~

## **III. PROCEDURE**

### **III. A. ~~Overall Structure~~Filing Charges**

Allegations must be filed within seven years of the date on which the event in question occurred. An allegation or complaint involving the possibility of misconduct can be raised by anyone. The allegation should be made in writing to the Faculty Senate President in a confidential manner. ~~Accusations~~ Allegations must be signed.



Alternatively, allegations may be filed directly with the appropriate funding agency in accordance with the procedures of that agency. In turn that agency may request the President of the Faculty Senate to convene an Inquiry. This request must be made in writing.

~~Charges must be filed within seven years of the date on which the event in question occurred. If the date of limitation is in question, the Faculty Senate President, the chair of the Faculty Senate Research Committee, and the Chief Research Officer and Senior Vice Provost for Research and Graduate Studies (Chief Research Officer) shall determine whether the given event occurred within the specified time limit.~~

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The Faculty Senate President and the chair of the Faculty Senate Research Committee should shall accept the ~~accusational~~ allegation ~~only if it has been filed within the required time and after if they are satisfied that its substance of the allegation complies with this Policy's definition of "misconduct."~~ The decision to accept or reject the allegations shall be made within 20 days. At this time, and at their discretion, they may consult with the Chief Vice President of Research Officer relative to the alleged research ethics violation.

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A meeting should be scheduled to occur within 20 ~~calendar~~ days following acceptance of the ~~accusation~~ allegations for the accused to appear before the President of the Faculty Senate and the chair of the Faculty Senate Research Committee for the purpose of hearing the ~~charge~~ allegations(s) and being told who authored the ~~charges~~ allegations. The accused will be asked to plead "Guilty" or "Not Guilty" to each ~~charge~~ allegation. Legal counsel may consult with the parties at this meeting. If the accused pleads "Guilty" to all allegations, the President of the Faculty Senate will report the facts to the Chief Vice President of Research Officer, who will, within 90 calendar days, prepare a report for the Provost.

If the accused pleads "Not Guilty," to any of the allegations, or if the accused refuses to respond, an inquiry, the first step of the review process, should shall result. The Vice President of Research Chief Research Officer should be notified of the inquiry. In the inquiry state, factual information is gathered and expeditiously reviewed to determine if an investigation of the charge is warranted. An inquiry is not a formal hearing; it is designed to separate allegations deserving of further investigation from frivolous, unjustified or clearly a mistaken allegation.

~~The Chief Research Officer Vice President of Research will inform the accusera~~ all parties of the disposition at the conclusion of the ~~Investigation stage Inquiry~~.

During the initial meeting with the accused for the purpose of presenting ~~charges~~ allegations, only the Faculty Senate President, the chair of the Faculty



Senate Research Committee, and the accused with his/her legal counsel, if desired, may be present.

~~Research Committee, and the accused with his/her lawyer, if desired, may be present. During hearings by the Committee of Inquiry or the Committee of Investigation, only duly appointed members of the given committee and the committee's invited witnesses with his/her lawyer, if desired, may be present.~~

### **III. B. Inquiry**

If a committee of Inquiry is required, the The Chief Research Officer Vice President of Research and the Faculty Senate President will appoint, within 10 calendar days of a response of "not guilty" to charges by the accused, a Committee of Inquiry of that will consist of three faculty members with one individual appointed as Chair.

During the inquiry, factual information is gathered and reviewed to determine if an investigation of the allegation is warranted. An inquiry is not a formal hearing; it is designed to separate allegations deserving of investigation from frivolous, unjustified or clearly mistaken allegations.

For any specific allegation or set of allegations, the The Committee of Inquiry will determine if an investigation is warranted and which specific allegations should be investigated. The preponderance of evidence standard shall be used in resolving all determinations of fact.

The Committee of Inquiry will submit a written report letter to the Chief Research Officer Vice President of Research and the Faculty Senate President within 30 calendar days of the formation of the Committee of Inquiry. This letter will convey their conclusions regarding the list of allegations that need to be addressed by a Committee of Investigation.

During hearings by the Committee of Inquiry, only duly appointed members of the given committee and the committee's invited witnesses, along with legal representation, if desired, may be present.

### **III. C. Investigation**

If the Committee of Inquiry so recommends, the Chief Research Officer Vice President of Research and the Faculty Senate President will appoint within 20 calendar days a Committee of Investigation within 20 days. The Committee of Investigation will consist of five faculty members, other than these Those



serving on the Committee of Inquiry; may not be appointed to the Committee of Investigation. to conduct a full investigation.

The Committee of Investigation shall meet, meeting in closed sessions, The committee will review all materials, question relevant parties, and allow for all parties to present their views separately (without the presence of the other parties) to the Committee. The standard of clear and convincing evidence of wrong doing shall be applied to all determinations of fact.

During hearings by the Committee of Investigation, only duly appointed members of the given committee and the committee's invited witnesses, along with legal representation, if desired, may be present.

The Committee of Investigation shall only determine whether a breach of ethics has occurred and will not make recommendations relative to the nature or severity of the action to be taken.

Within 90 days, The the Committee of Investigation will prepare within 90 calendar days, a report indicating whether ethics violations have occurred, the The report may include estimation of one or more of the following:

- the scope of the intentional dishonesty perpetrated by the accused;
- the degree of gain that might accrue to the accused because of the unethical behavior;
- the seriousness of harm intentionally perpetrated against other individuals.

This estimation shall be used in determining disciplinary action against the accused.

If the Committee of Investigation finds that the complaint was intentionally dishonest and malicious, the committee can recommend action against the accuser.

In less serious cases, action may include a verbal reprimand, or, if conditions warrant, a letter in the offender's personnel file. In more serious cases, action might include such sanctions as additional supervision of research activity, loss of merit pay, or recommendation against promotion. In only the most serious cases should dismissal be considered.

The report will be submitted to through the Chief Research Officer Vice President of Research and the Faculty Senate President, who will forward the report to the Provost.

### III. D. Disposition:



The Provost will review the report and render a decision within 15 calendar days. ~~Any recommendation.~~ Recommendations that may constitute of disciplinary action against a faculty member will be referred by the Provost to the appropriate dean, or other administrator as determined by the Provost. The dean or administrator will decide the appropriate action within 15 calendar days of receiving the recommendation.

Possible actions include a letter of reprimand in the offender's personnel file, additional supervision of research activity, loss of merit pay, or recommendation against promotion. In only the most serious cases should dismissal be considered.

~~If disciplinary action taken against a faculty member constitutes a grievable action under either Faculty Grievance Procedure I or Faculty Grievance Procedure II, the Faculty member may file a grievance in accordance with the appropriate procedure. Disciplinary actions against other any individuals associated with the University are subject to applicable grievance procedures.~~

The Committee of Investigation shall only determine whether a breach of ethics has occurred and will not make recommendations relative to the nature or severity of the action to be taken.

If the investigation committee finds that the complaint was intentionally dishonest and malicious, the committee can recommend action against the accuser.

In the event that allegations are not confirmed, the institution will make full efforts to restore the reputation of the accused by promptly notifying all parties who were informed of the investigation.

### **III. E. Extension**

The VicePresident of Research may grant an extension to the established time lines upon a written request by any of the parties involved

### **III. F. Conduct of Meetings**

During hearings by the Committee of Inquiry or the Committee of Investigation, only duly appointed members of the given committee and the committee's invited witnesses, along with legal representation, if desired, may be present.

### **IV.H.D. Guiding Principles**

Maximize confidentiality and protect the reputations ~~for~~ of both the accused and accuser during the full process.

Assure the ~~respondent~~ accused a fair hearing and access to reports.



Minimize the number of individuals involved in the inquiry and investigation phases.

Individuals chosen to assist in the inquiry process should have no real or apparent conflicts of interest bearing on the case in question. They should be unbiased, and have appropriate background for judging the issues being raised.

Consultation of university legal counsel is probably necessary.

Appropriate funding agencies should be fully informed in writing at both the outset and conclusion of an investigation.

All detailed documentation of the Committees of Inquiry and Investigation shall be maintained by the Office of the ~~Chief Research Officer~~ Vice President of Research for at least three (3) years and must, upon request, be provided to authorized personnel.

Appropriate interim administrative actions will be taken by the Vice President of Research ~~Chief Research Officer~~ at the outset of the inquiry stage to protect supporting funds and to ensure that the purposes of the project are being met.

## **Executive Interpretation**

### **Definitions (Section II)**

**II. B.** The Research Ethics Policy clearly restricts action to matters of research ethics; it does not address such things as simple ineptitude, non-fraudulent breach of contract, or malpractice covered by existing policy (see exclusions under section II). Note the following:

- ✧ The definition includes malicious and public (suggesting that neither maliciousness nor publicness, alone, is sufficient) misuse of the research ethics policy itself (reference section II.E).
- ✧ Exploitation of others includes misuse of colleagues, such as intentional and malicious failure to credit the work of another, deliberately misleading other individuals to obtain research goals, etc. It does not include benign activity that seems to, or may actually, exploit.
- ✧ This policy should not be construed to include any activity that is benign in intent (not malicious, deliberately misleading, etc.).

**II. E.** It is the responsibility of University faculty to protect its research integrity by condemning unethical research activity, by investigating credible charges of unethical research brought against the faculty's peers, by taking steps to restore the reputations of peers that are charged unjustly or in error, by assessing the damage done by an unethical peer if appropriate (see section III.C), and by seeking sanction through University administrative authorities against those who violate ethical research practices. Appropriate administrative personnel alone have the authority to deprive one of property or liberty interests (within legal constraints). Consequently we feel that the assessment and pursuit of sanctions against an individual should not be a matter addressed by this Policy.

### **Procedures (Section III)**

**III. A.** Charges that do not fall within the purview of this policy (see section II.B) should not be forwarded to a Committee of Inquiry. The processes of Inquiry and Investigation threaten an academician's most cherished professional possession—his or her reputation. That reputation should not be threatened without clear cause, thus charges that do not involve "Research Ethics" as defined by this document should be pursued through other channels. For these reasons, the President of the Faculty Senate and the Chair of the Faculty Senate Research Committee, upon receipt of the charges, should confirm that the charges comply in substance with this Policy's definitions before any action is initiated. This is not to say that the President of the Faculty Senate and the Chair of the Faculty



Senate Research Committee should judge the legitimacy of the charges or the facts of the case.

Because the Chief Research Officer has an overall view of University policy and activities that may be valuable at this stage of the process, the President of the Faculty Senate and the Chair of the Faculty Senate Research Committee, at their discretion, may consult with the Chief Research Officer prior to rendering a decision about whether the charges should go forward under this Policy.

It is in the interest of the accused and the University to provide an opportunity to the accused to abbreviate the procedures outlined in this Policy. Specifically, the accused need not be subjected to the trauma of a peer investigation if indeed he or she would prefer to admit guilt and be subjected to appropriate administrative sanction.

**III. B.** A Committee of Inquiry is responsible for determining whether the facts in the case are contentious (sufficient uncertainty exists to prevent a determination of innocence without extensive investigation), or that there is a probability that the position of the accused is or is not credible.

A driving concern of the Committee of Inquiry is the protection of all involved, and particularly that of the accused. Toward this end, a Committee of Inquiry should balance the need for information upon which to make a decision against the need for confidentiality. The merit of charges cannot always be made on the strength of charges alone, thus, to adequately protect the accused against a potentially damaging investigation, the Committee may need to expand its inquiry beyond the charges and accompanying documentation. At the same time, it must be realized that the likelihood of trauma and damage to reputation increases as the scope of an inquiry grows. The pertinent question is, how far should a Committee of Inquiry go to protect an unjustly charged individual against a more extensive investigation given the need to limit the scope of knowledge about the charges? The answer is that the Committee of Inquiry should limit its efforts to the minimum needed to establish that the facts in the case are contentious, or that there is a probability that the accused's position is or is not credible. Certainly the accused should have the opportunity to respond to the charges before the Committee of Inquiry. The Committee of Inquiry may need to seek clarification from the accuser, and may even need to resolve doubts by seeking evidence from another source. At all times, however, the Committee of Inquiry should seek to confine the extent of knowledge about the charges leveled, and consequently should cease its Inquiry as soon as it can conclude that the charges may or may not be grounded (not that the charges are or are not true). Strategies may include strictly limiting the number of individuals approached about the matter, limiting witnesses to individuals who have prior knowledge of the charges, or soliciting documentation from involved parties.

In addition to determining probability of ethics violation, the Committee of Inquiry should clarify the charges brought against the accused. This involves throwing out charges that are frivolous or ungrounded, and identifying those charges that may be grounded. A subsequent Committee of Investigation, because its investigation is more



thorough, needn't, of necessity, be bound to the scope defined by the Committee of Inquiry, but should give credence to its recommendations.

~~III. C. The Committee of Investigation is responsible for determining whether an ethics violation has occurred relative to the situation addressed by the charges. Such violation need not be limited to the specific charges, but should be related to the incidents addressed by those charges. The person who brings charges may be aware of only some of the ethical violations associated with a given incident, thus an investigation needs the freedom to note problems relative to that incident which it may uncover during the course of investigating the charges.~~

~~The Committee of Investigation, like its predecessor, is concerned with protecting the integrity of the parties involved. Consequently, it too should balance the need for information upon which to make a decision against the need for confidentiality. In this case, however, the balance should favor the gathering of information. It is more important that this Committee be correct in its decision than it is to limit the scope of knowledge about the investigation. The Committee should, of course, cease operation when it has enough information to make a just decision, but should not jeopardize justice in the name of confidentiality.~~

~~.....~~



March 4, 2003

**Proposed Changes to Athletic Council Description in Faculty Manual**

Faculty Manual, Part VI, D. Councils, Commissions, and Committees Reporting to the President, 2. Athletic Council, page vi-5 & vi-6:

**Changes to page vi-6:**

"There are ~~four~~ five standing committees of the athletic council:"

**In the following text, text not struck-through is new.**

1. Governance and Rules Compliance. This committee ensures that the mission of the athletics program supports the mission and goals of the institution, reviews matters of institutional policy and control, and monitors compliance with rules and regulations.

~~a. Admissions and scholarships monitors the scholastic eligibility, admissions, and academic progress of student athletes.~~

2. Academic Standards and Integrity. This committee considers issues related to admissions, academic standards, academic support services, and academic program scheduling.

~~b. Facilities and planning reviews athletic building programs and facilities and advises the council on matters of long range planning.~~

3. Fiscal Integrity and Facility Planning. This committee is responsible for monitoring financial practices, overseeing fiscal and facility management and planning, and reviewing fiscal policies and procedures.

~~c. Policy and regulations monitors and reports on compliance with NCAA/ACC regulations and reviews and comments on the council's internal policies and procedures.~~

4. Equity, Welfare and Sportsmanship. This committee assures the fair and equitable treatment of women and other minorities, protects the physical and educational welfare of student athletes, and assures that all associated with athletics are committed to the fundamental values of sportsmanship and ethical conduct.

(over)

~~d. Campus relations monitors the university community's perception of athletic program issues.~~

5. Campus and Community Relations monitors university community perceptions of athletic program issues and reviews and proposes athletic initiatives to improve campus and community relations.

Delete section V.B. from the Clemson University Athletic Council Policies and Procedures.

Add the following to the Clemson University Athletic Council Policies and Procedures:

"V. Athletic Council Committees

B. Standing Committee Liaisons

In order to facilitate communication, each of the standing committees of the Athletic Council will have liaisons in the athletic administration who will facilitate the transfer of information to and from the Athletic Department related to the committee's purpose. These liaisons will be appointed by the Athletic Director in cooperation with the Chair of the Athletic Council."



## ACADEMIC ADVISING COMMITTEE APRIL 8, 2003

The Policy Committee recommends the following changes to the Academic Advising Committee (Faculty Manual, PART VI, Faculty Participation in University Governance, 1. Academic council, a. Academic Advising Committee, page vi-2):

a. ~~Academic Advising Committee examines undergraduate advising, provides the Provost with periodic updates, and makes recommendations pertaining to advising.~~ oversees coordination of university advising activities (including college academic advising centers, academic support center, colleges, etc.); informs advisors of current policies on advising; periodically reviews the mission of academic advising; coordinates assessments of the university advising system; and provides professional development for advisors.

**Membership consists of the following:** Two tenured or tenure-track faculty members elected from each college for a two-year term on a staggered basis, one additional member with experience and interest in advising elected from each college for a two-year term, two at-large appointments made by the Provost, and ~~two~~ one undergraduate student appointed by the president of the student senate. An ex officio, non-voting member is the director of undergraduate academic services. The chair is elected by the membership.

Q  
ORIGINAL

13 March 2003


**MEMORANDUM**

TO: Doris Helms, Provost  
FROM: Alan Schaffer

RE: *Faculty Manual changes*

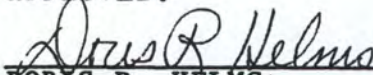
At its March meeting the Faculty Senate approved a change in the procedure for selection of academic deans. This affects the fifth paragraph in part ii, page 7 of the *Faculty Manual*. The Senators voted to change the second sentence in that paragraph to remove the word "chosen" and substitute "elected" so that the sentence should read: "The majority of the representatives to the committee shall be elected by the faculty from within the administrative unit. . . ." The remainder of the paragraph is unchanged.

If you approve this change it will be incorporated in the next revision of the *Faculty Manual* in August of this year.

Because of what I'm sure was an oversight on the part of the Policy Committee, which brought this change to the Senate's attention, an identical change was not requested in the procedures governing the selection of department heads, assistant and associate deans, directors, or academic administrators of off-campus programs. In the three paragraphs on page 7 that govern selection of those administrators, the imprecise word "chosen" ought also to be replaced by the clearer "elected." I think it would be reasonable to make that change even though the Senate did not vote on the issue as long as President Sturkie or committee chair Hare brings it to the attention of the Senators at the earliest opportunity. If you think it necessary to get Senate approval before making these changes, I'll be glad to bring it up at the next Policy Committee meeting on April 1<sup>st</sup>. 

cc: Kinly Sturkie, Pat Smart, Eleanor Hare, Cathy Sturkie

APPROVED:

  
DORIS R. HELMS

DATE: 3/17/03

VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST



MINUTES  
FACULTY SENATE MEETING  
APRIL 13, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:30 p.m. by President Dale Linvill.

2. Approval of Minutes: The Faculty Senate Minutes dated March 9, 2004 and the General Faculty Minutes dated December 17, 2003 were both approved as previously distributed.

3. "Free Speech":

a. Stuart Wyeth, Graduate Student Government President, explained his plans for the next year.

b. Steve Johnson, Librarian, shared information regarding the USA Patriot Act and asked faculty to support a national drive to amend the Act requiring the FBI to access information only about specific individuals who are suspected of having committee crimes, or who are suspected of conspiring to commit crimes. Questions and answers were then exchanged (Attachment A).

4. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Pamela Dunston submitted the Welfare Committee Annual Report dated March 17, 2004 (Attachment B) and noted that some issues will be carried over until the 2004-05 Senate session.

2) Scholastic Policies Committee – Senator Cindy Pury submitted the Annual Report (Attachment C).

3) Research Committee – No report.

4) Finance Committee – Chair Beth Kunkel submitted the annual Committee Report (Attachment D) and a memo from Brett Dalton, Academic Affairs Financial Officer containing information requested from the Finance Committee regarding Institutes and Centers (Attachment E).

5) Policy Committee – Chair Eleanor Hare submitted and explained the Final Report of the 2003-04 Policy Committee (Attachment F).

6) Budget Accountability Committee – Chair Brenda Vander Mey submitted the Annual Report for 2003-2004 dated April, 2004 (Attachment G).



7) Faculty Senate Ad Hoc Committees:

a) President Linvill stated that the Report from the International Committee is included in this meeting packet (Attachment H). Stuart Wyeth, the Graduate Student Government President, asked that a graduate student be added to this Committee's membership. Vice President Smathers will pass along this information.

b) Senator Fran McGuire noted that the search for the Dean of Undergraduate Studies is in process; that the first candidate will be on campus Monday and Tuesday; and that two additional candidates will soon be on campus. Senators were encouraged to attend candidate presentations.

c) President Linvill noted the presence the Report of the PSA Structure Select Committee in today's meeting packet (Attachment I).

b. University Commissions and Committees: None

6. President's Report: President Linvill stated that:

a. at the President's Cabinet meeting he learned of a Ten Thousand Steps Program that will soon be initiated on campus.

b. the Faculty Senate responded to the Campus Smoking Survey that the current smoking policy is adequate and does not need to be changed.

c. the Academic Council looked at what was required for approvals; who does them; and what happens to academic issues. President Linvill suggested that they look at the academic issues because faculty are not part of that Council and are not on other councils.

d. at a recent CHE meeting President Linvill learned about the "virtual library" concept: a 24-48 turnaround time for loaning books among South Carolina academic libraries.

e. as a benefit for students, internship notations on transcripts are being looked at through the Michelin Career Center.

f. the lecturer positions are finally being re-defined.

g. that the Board of Trustees meetings last week were very interesting. Senator Beth Kunkel stated that she attended the Finance Committee meeting that was interesting because a subset of them toured campus and saw building differences such as Long Hall versus Hardin Hall. They were concerned about the quality of education experience that students would have in settings that are less than desirable. Senator Alan Grubb attended the Educational Policy Committee that he described as "lively." Several new programs were approved and were well received by the Board. President Linvill noted that fire safety was discussed at length (due to the recent hotel fire in Greenville and the apartment fire in Clemson).

h. noted that group leaderships, such as the Faculty Senate, are changing all over campus. The relationship between the Faculty and Extension Senates is better.



7. Old Business:

a. The proposed *Faculty Manual* change, Selection Process for Alumni Professors, was submitted and explained by Senator Hare. Vote to accept was taken and passed with the required two-thirds vote (Attachment J).

b. The proposed *Faculty Manual* change, Special Faculty Ranks, was submitted and explained by Senator Hare. Vote to accept was taken and passed with the required two-thirds vote (Attachment K).

c. Kinly Sturkie, Chair of the Faculty Senate *ad hoc* Committee on Professional Responsibilities, submitted the Committee Report. During his explanation of the work of this Committee, Dr. Sturkie requested the Faculty Senate accept, not endorse, the Report at this time. If accepted, it will then go to the Policy Committee for review and will come back to the Senate. At that time, the Faculty Senate will decide whether or not to endorse the document. Motion was made by Senator to accept the Report and motion was seconded. Vote to accept was taken and passed (Attachment L).

d. Motion was made to accept the PSA Structure Report from the PSA Structure *ad hoc* Committee, which was seconded. Vote was taken and passed unanimously (Attachment I).

e. The issue of plus/minus grading was postponed by Senator Peter Kiessler upon information from the Provost that the faculty will be surveyed about this topic in the fall. Discussion was held during which it was stated that the results of the survey will be widely distributed in advance of final decision.

f. President Linvill asked for guidance on the issue of online evaluations. Guidance was shared with the reminder that in the recent past, the Senate stated its preference that evaluations be done only in class. Much discussion followed. Motion was made by Vice President Smathers that we have one year as a test year, one year of data collection and then have the results analyzed. Motion was seconded. Vote to accept motion was taken and passed unanimously.

8. Outgoing Remarks and Introduction of Senate President: Outgoing remarks were made by President Dale Linvill who then introduced Webb M. Smathers, as the Faculty Senate President for 2004-05. New officers were installed at approximately 3:45 p.m.



Camille Cooper, Faculty Senate Secretary

9. New Business:

a. President Smathers welcomed the new Senators and introductions were made.

b. An orientation luncheon for new Senators and Alternates will be held at 1:00 p.m. on Tuesday, May 11, at the Madren Center immediately prior to the

c. Senate meeting. This orientation is an effort to provide information about the Faculty Senate and get acquainted.

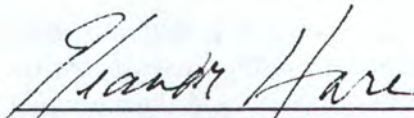
d. President Smathers asked continuing Senators to reply to the email message regarding their committee preferences.

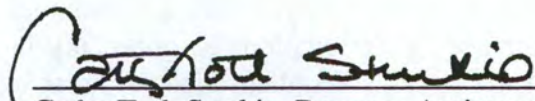
e. President Smathers asked for a vote to continue the *ad hoc* International and PSA Structure Committees. Vote to continue Committees was taken and passed unanimously.

f. President Smathers asked continuing and new senators to determine their lead senator and the second representative on the Advisory Committee.

10. Announcements: President Smathers urged the Senators to designate two representatives from each college to the Advisory Committee; note which one will perform the duties of Lead Senator; and to forward this information to the Faculty Senate Office as soon as possible.

11. Adjournment: President Smathers adjourned the meeting at 4:15 p.m.

  
Eleanor Hare, Secretary

  
Cathy Toth Sturkie, Program Assistant

Absent: J. Bertrand, G. Zehnder, R. Dodd, T. Churan, M. Laforge (R. Campbell for), D. Warner, J. Meriwether, R. Figliola, P. Dunston (R. Mayo for)



### USA Patriot Act

Clemson students access information in the library for a variety of reasons. Many of them are personal and private. For example, they may want to know about gay sex, venereal disease, witchcraft, teen pregnancy, abortion, or drugs. Access to their reading habits by law enforcement officials has a chilling effect on the free flow of this information. The right to privacy and the provision of information are two of the underpinnings of our democratic society. With the passage of the USA Patriot Act in 2001 the FBI was allowed to access this user information for all of our library patrons, students, staff, and faculty. I am asking faculty to support a national drive to amend the USA Patriot Act requiring the FBI to access information only about specific individuals who are suspected of having committed crimes, or who are suspected of conspiring to commit crimes.

## ***Annual Report of the 2003-2004 Welfare Committee***

Pamela J. Dunston, Co-Chair

Tom Straka, Co-Chair

March 17, 2004

*Welfare Committee Members: Connie Lee, Tony Cawthon, Sarit Bhaduri, Tom Straka, Pamela Dunston*

The Welfare Committee worked on several projects during the 2003-2004 term of office. The committee met on a monthly basis throughout the academic year. The issues and current status of each are outlined below.

**1. Gender and Pay Equity:**

Senator Connie Lee consulted Catherine Watt's office and members of the Women's Commission to determine what had been accomplished and what needs to be done concerning the investigation of gender and equity of pay. Statistical analysis of salary and merit pay differences was delayed until Thornton Kirby's office developed a philosophy of compensation. The committee was notified in early March that the Office of Budget and Accountability is taking up this matter. Therefore, the Welfare Committee members will discontinue their work on this issue. Status: Project transferred to Office of budget and Accountability.

**2. Access to Ombudsman's Office:**

Senator Tony Cawthon met with Dr. Gordon Halfacre, the University Ombudsman, to determine which members of the University have access to services provided by the Ombudsman's Office. Currently, administrators, faculty, and students have access to the Ombudsman but staff members do not. Due to the extensive range of responsibilities already assigned to the Ombudsman, services will not be provided to staff members within the near future. Status: Project Completed.

**3. Well Communities Project:**

Acting in behalf of the Welfare Committee, former Faculty Senate President Alan Grubb chaired a representative group of individuals from across campus and members of the Fike Recreation Center to design a program for promoting healthy lifestyles, exercise, nutrition, and medical care. The program was initiated in conjunction with the reopening of the Fike Recreation Center in the fall. Status: Project Completed.

**4. University Club:**

The University Club opened fall 2003 in conjunction with the new Chili's Express restaurant. The incorporation of a dedicated space for faculty and staff to socialize, collaborate, and entertain was included in the restaurant's contractual agreement with the University. The Welfare Committee members believe the University Club contributes to faculty members' ability to sustained positive attitudes and collegial relationships in these financially difficult times. Status: Project Completed.



**5. Personal Liability Insurance:**

Through John Gentry, Senator Cawthon learned the University carries liability insurance through the State's Insurance Reserve Fund. All University employees are covered for negligent acts or omissions within the scope of the employee's official duties. In the event a Clemson employee is accused of misconduct or some other liable act, the Insurance Reserve Fund determines whether the employee is covered for the alleged complaint. If the allegation is covered, the State Reserve Fund will retain an attorney to defend the employee. If the allegations are not covered by the SC Tort Claims Act (15078-10 et. seq), the employee must retain independent counsel at his/her own expense. Sexual harassment can never be within the scope of the state employee's duty and, therefore, no coverage exists for such a complaint. Thus, if a faculty member is sued for sexual harassment, he/she will be on his/her own from the beginning. Several providers of professional liability insurance are available to employees. For example:

Forrest T. Jones & Co., Inc.

Coverage4me.com

Educator's Protection Group: Prod Liability Insurance for Educators

American Professional Agency, Inc.

Rockport Insurance Associates

Professional organizations/societies by discipline

Status: Project Completed.

**6. Summer Pay:**

Through correspondence with Deans and School Directors, President Dale Linvill and Senator Dunston requested information about how each College and School deals with summer compensation for faculty in low enrollment courses. The request for information resulted from Provost Helm's desire to change the Faculty Manual policy for summer compensation to allow more flexibility in offering and covering summer courses. The Faculty Manual states, "Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour" (p. viii-7). Currently, information from Deans Keinath and Trapnell as well as Acting Director, Roseanne Pruitt from the School of Nursing and Chair, Bill Fisk from Teacher Education in the School of Education have responded to our request. Provost Helms asked that changes to the faculty manual regarding summer pay be in place by the beginning of 2004 summer sessions. The Welfare Committee members unanimously agreed that more time and information is needed on this issue before it can be resolved. The committee will request an extension of the Provost's deadline in an effort to gather more information from Deans and Directors and receive input from the Policy Committee. Status: Carried over to 2004-2005.

**7. Extension of Probationary Period for Faculty:**

Provost Helms expressed several concerns over procedures to be followed when Colleges grant an extension of the probationary period for faculty who had/adopted a child or experienced serious illness or family tragedy. Provost Helms is concerned

about the consistency in procedures used and how terms will be defined across the five colleges. The Welfare Committee received support from the full Faculty Senate on February 10, to form a committee to work with the Provost in resolving issues related to procedures for requests as well as procedures granting or denying extensions of the probationary period. Provost Helms asked that these matters be resolved by the beginning of the fall 2004 academic term. The committee will request an extension of the Provost's deadline in order to form a sub-committee and receive input from the Policy Committee. Status: Carried over to 2004-2005.



## Annual Report for the Scholastic Policies Committee

### 1 Plus/Minus Grading

The Plus/Minus grading trial period is in its second and final year. After the end of the semester the Provost will decide whether or not to implement the policy. The Faculty Senate should make a recommendation to the Provost.

#### Background

In the Spring of 2001 the Faculty Senate voted to formally pursue the plus/minus grading. In January of 2002, a survey of the faculty, overseen by the office of Institutional Effectiveness and Assessment, was conducted to determine what type of system they prefer. In the Spring of 2002, a two year trial period, beginning in the Fall of 2002, was approved. At the end of each semester, an analysis of the grades was performed by An Yang and Herman Senter.

#### Summary of the Analysis

Herman Senter met with the Scholastic Policy Committee in February of 2004 to discuss the results from the Fall 2002 and Spring 2003 semesters. The real grades received do not reflect the plus/minus. A quick summary of the results are:

- (a) Participation in the study was at 82% for Fall 2002 semester and 76% for Spring 2003.
- (b) Students' *perceive* that they do worse with plus/minus grading than with standard grading.
- (c) In absolute terms students fared better with plus/minus grading (after plus and minuses were stripped) than in previous semesters. Roughly 75% of the grades received over the trial period were A's and B's.
- (d) Between 40% and 50% of the grades given were plus/minus grades. Of the A grades, 30% were A- and 10% A+. For the grades B,C,D the pluses and minuses were evenly split.

#### Other Issues

Student perception is that plus/minus grading will hurt their grade point average. Will plus/minus grading deter students from enrolling in Clemson? What are the grading policies of other universities in the state?

## 2 Distance Learning

In December the Scholastic Policy committee met with Carla Rathbone and Paul Adams to discuss the distance learning programs at Clemson. It was decided that they be an order of the day for the Faculty Senate. This occurred at the February meeting.

## 3 Future Issues

I have asked Rick Jarvis of the Department of Mathematical Sciences to address the Scholastic Policy Committee. Rick has worked with the Departments of Mathematical Sciences and English to develop a proposal for increasing the number of classes with no more than 20 students.

One additional item has to do with students who are given an incomplete grade. These grades are calculated into the grade point average as an F. Our proposal is to treat the grade as if it were a P. That is, student receives credit but these credits are not calculated into the GPA. The student still receives the grade of I.



## Annual Report Finance Committee

The Finance Committee was charged with conducting an examination of the financial aspects of a representative sampling of the centers and institutes on campus to determine the extent to which funds used to support them were taken from other departmental units and also to examine the promotion and tenure procedures for these units since employees may not have departmental "homes." The centers and institutes studied were the Center for Advanced Engineering Fibers and Films (CAEFF), the Genomics Institute (CUGI), the Strom Thurmond Institute (STI), and the Institute for Family and Neighborhood Life (IFNL). The entire report is attached. The committee is grateful for the assistance provided by the Provost's office, particularly Brett Dalton, without whom this work would not have been completed. We also appreciate the cooperation and helpful attitude displayed by CAEFF director and staff in providing insight to their operation.

We asked to be provided with financial support (internal and external) and expenditures for faculty and staff in the units for the time period 2001-present as well as distribution of the indirect costs generated by the units. We also asked to be provided promotion and tenure guidelines from the units. We did not receive the information on promotion and tenure, so this activity will need to be conducted during the next year.

To our surprise, the university accounting system doesn't allow generation of support and expenditures by faculty. For this reason, the report provides data for the entire unit. In addition to the details provided in the report, we are providing a summary of some of the data. Over the 3 ½ years represented by these data, the CAEFF generated the largest amount of external revenue (\$14,129,600) and the largest amount of indirect cost return to the university (\$2,916,905) of the 4 units studied.

**Table 1. Total and permanent employees for centers and institutes studied**

<b>Employees</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004 YTD</b>
<b>CAEFF</b>				
Total	8	8	9	8
Permanent	5	4	4	4
<b>STI</b>				
Total	22	26	29	25
Permanent	18	18	18	16
<b>IFNL</b>				
Total	38	31	32	26
Permanent	13	12	13	11
<b>CUGI</b>				
Total	86	89	29	12
Permanent	5	5	3	4

There were differences in distribution of indirect funds, with CAEFF receiving 40% of the indirect costs generated, STI and IFNL receiving 50% of the indirect costs generated,



and an undeterminable return on indirect costs generated by CUGI. The indirect cost revenue generated by the centers is provided below.

**Table 2. Indirect cost revenue return to the university generated by the centers/institutes studied.**

	2001	2002	2003	2004 YTD
<b>CAEFF</b>	\$821,887	\$41,318	\$1,410,172	\$643,528
<b>STI</b>	45,748	67,462	50,770	36,809
<b>IFNL</b>	237,888	187,724	251,286	188,427
<b>CUGI</b>	700,199	578,198	192,320	167,128

Each of the centers is successful at securing external funding. The committee examined the ratio of external funding (endowments and gifts, grants and contracts, and generated revenues) to internal funding (E & G and PSA) for each of the centers. There are 2 sets of figures for the CAEFF, since they receive a special appropriation from the legislature for part of their funding. One set includes this appropriation in the internal funding calculation and the other includes it in the external funding calculation. It should also be noted that the first Director of CUGI left the university in 2003 for another position and some of the grants the center had were transferred with him.

**Table 3. Ratio of external funding to internal funding for each of the centers/institutes studied.**

	2001	2002	2003	2004 YTD
<b>CAEFF</b>				
<i>Appropriation internal</i>	2.8	3.0	4.0	6.1
<i>Appropriation external</i>	32.0	24.0	24.0	ND
<b>STI</b>	1.1	1.1	2.1	2.0
<b>IFNL</b>	3.3	2.8	3.3	4.6
<b>CUGI</b>	4.2	3.8	3.9	0.6

The committee recommends that Senate continue work to discern whether internal funds used to support recently created centers and institutes were at the expense of existing and comparably productive programs.

Respectfully submitted,


Faculty Senate Finance Committee

Beth Kunkel, Chair  
 Frances Chamberlain  
 Mark Smotherman  
 Geoff Zehnder  
 Tom Churan  
 Mary LaForge



## Memorandum

To: M.E. Kunkel, Chair  
Faculty Senate Finance Committee

From: Brett A. Dalton, Financial Officer   
Academic Affairs

Subject: Information Request for Institutes and Centers

Attached you will find four summary sheets, one for each unit referenced in your request, presenting the financial and employment information requested. I have tried to present the information in a logical and organized manner that allows for accurate and appropriate analyses, and that allows for consistent comparisons across units.

In answering your questions, I had to make some reasonable assumptions that I believe provide the most meaningful and forthright representation of the data. Specifically I have reported actual expenditures for each category for each year in question. To provide "budgeted" figures, or "award" figures would be very misleading and likely would grossly overstate the activities of several units. The most honest and accurate way to look at the activities of centers and institutes is to examine the actual expenditures within these units, irrespective of what may have been recorded as "budgeted" or "awarded". For indirect cost revenue, I report the total revenue collected for each unit by year. It is somewhat of an oversimplification but in short the only funding that matters is that which results in "action" as reflected in expenditures.

### Caveats

#### *Operating funds*

Some of the information requested does not exist in the financial records of the University, and I am unable to provide these pieces. Specifically, the units in question do not account for operating funds on an individual faculty member basis. The University's accounting system is not set up or intended to account for activity at this level. The units in question indicate that expenditures are not recorded on an individual faculty member basis.

#### *Indirect Cost Revenue*

On each unit's sheet, you will note an explanation of how the indirect cost revenue generated by each unit was distributed within the university. This should provide you with the information you are seeking, although there are no specific faculty member names attached. The situations within each center or institute vary greatly where indirect cost revenues are concerned, and it is impossible to capture or accurately report what took place by referencing a University policy. For this reason, we report what happened in terms of indirect cost revenue generation and expenditures within each unit. The University's official financial records do not allow me to break this down beyond what is presented on the attached sheets.



ACADEMIC AFFAIRS

206 Sikes Hall Box 345102 Clemson, SC 29634-5102

864.656.1337 X 864.656.0851

I thank you for your patience as a number of us worked through your request. You asked some very important questions that I had not previously explored for the units in question. It has been a valuable learning experience for me, and I hope you will find it to be worth your effort as well. Much of the information you requested is not easily obtained, and it has been difficult to coordinate different systems of record keeping. We have had to make several passes at this, but I believe we have finally gleaned accurate, reliable, and usable information for you. Should you have any additional questions, or should you desire any clarification, please contact me directly.

C: Dale Linvill  
Webb Smathers  
Cathy Sturkie  
Dori Helms  
John Kelly  
Tom Keinath  
Calvin Schoulties



**CAEFF**

	2001	2002	2003	2004 YTD	Total
<b>Endowment &amp; Gifts</b>					
Grants and Contracts	\$72,436	\$640,797	\$257,732	\$113,450	\$1,084,415
NSF	\$1,732,078	\$2,118,515	\$3,024,843	\$1,360,191	\$8,235,627
Other	\$1,360,081	\$910,268	\$1,510,179	\$1,029,030	\$4,809,558
E&G*	\$1,132,520	\$1,218,244	\$1,222,656	\$394,703	\$3,968,123
PSA	\$0	\$0	\$0	\$0	\$0

**Generated Revenues**

<b>Total</b>	\$4,297,115	\$4,887,824	\$6,015,410	\$2,897,374	\$18,097,723
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\*\$1 million allocated by the State of South Carolina earmarked for support of CAEFF only in 01, 02, and 03. For 2004 the allocation is \$814,879.

**Indirect Cost Revenue return to University** \$821,887 \$41,318 \$1,410,172 \$643,528 \$2,916,905

60 percent of the indirect cost revenue for this unit is returned to the VP for Research, the remaining 40 percent is allocated to the College of E&S for distribution among the PI's departments and the Dean's priorities.

<b>Employees Total</b>					
T	8	8	9	8	
TGP	2	2	3	2	
P	1	2	2	2	
	5	4	4	4	

**Budget Center** College of Engineering and Science  
**Director** Dan Edie through 2003, John Kennedy current  
**VP Unit** Doris Helms  
**Data Contact** Gayle Kelly, Business Officer College of Engineering and Science

**Strom Thurmond Inst.**

	2001	2002	2003	2004 YTD
Endowment & Gifts	\$334,980	\$300,756	\$238,566	\$88,742
Grants and Contracts	\$517,938	\$580,539	\$1,456,917	\$788,646
E&G	\$444,266	\$500,089	\$515,982	\$286,861
PSA	\$329,211	\$314,836	\$281,238	\$142,398
Generated Revenues	\$15,449	\$36,971	\$9,255	\$0
Total	\$1,641,844	\$1,733,191	\$2,501,958	\$1,306,647
				\$7,183,640

Indirect Cost Revenue \$45,748 \$67,462 \$50,770 \$36,809 \$200,789  
 50% percent of the Indirect Cost revenues generated by STI are returned to the VP for PSA to be utilized as determined by the VP,  
 the other 50% are returned to the Institute.  
 Any expenditure of Indirect Cost revenue by this unit is reflected in the PSA number above.

Employees Total	22	26	29	25
	T			7
	TGP	3	5	2
	P	18	18	16
Budget Center	VP for PSA			
Director	Bob Becker			
VP Unit	V.P. for PSA, John Kelly			
Data Contact	Kay Shaw, Agency Budget Director and Business Officer for PSA			



### Indirect Cost Revenue

**Employees Total**

<b>Budget Center</b>	College of Agriculture, Forestry, and Life Science
<b>Director</b>	Rod Wing through FY 2002, Jeff Tompkins since then
<b>VP Unit</b>	Shared responsibility between John Kelly and Doris Helms
<b>Data Contact</b>	Leigh Dodson, CAFLS Business Officer

**IFNL**

	2001	2002	2003	2004 YTD
Endowment & Gifts	\$111,179	\$209,472	\$147,091	\$8,292
Grants and Contracts	\$2,102,498	\$1,808,586	\$2,389,846	\$1,565,673
E&G	\$0	\$0	\$149,895	\$40,235
PSA	\$670,062	\$709,709	\$590,248	\$318,614
Generated Revenues	\$0	\$3,547	\$5,530	\$79,078
Total	\$2,883,739	\$2,731,314	\$3,282,610	\$2,011,892
				\$10,909,555

Indirect Cost Revenue \$237,888 \$187,724 \$251,286 \$188,427 \$865,325

50% percent of the Indirect Cost revenues generated by IFNL are returned to the VP for PSA to be utilized as determined by the VP, the other 50% are returned to the Institute.

Any expenditure of Indirect Cost revenue by this unit is reflected in the PSA number above.

Employees Total	38	31	32	26
T	1	0	1	1
TGP	24	19	18	14
P	13	12	13	11

Budget Center VP for PSA  
 Director Gary Melton  
 VP Unit VP for PSA, John Kelly  
 Data Contact Kay Shaw, Agency Budget Director and Business Officer for PSA



FY2001 Facilities and Administration Charges								
Clemson University Genomics Institute								
Acct	Fund	DeptID	Program	Class	Proj/Grt	Total	E&G	PSA
7601	20	0359	207	215	2000341	217.33		217.33
7602	20	0359	207	215	2000341	-0.69		(0.69)
7602	20	0359	207	207	2000347	-0.01		(0.01)
7601	20	0359	207	206	2000697	23,484.43		23,484.43
7601	20	0359	201	215	2000714	0.00	0.00	
7601	20	0359	207	215	2000714	26,478.38		26,478.38
7602	20	0359	207	215	2000714	239.53		239.53
7601	20	0359	207	224	2000749	43,251.98		43,251.98
7601	20	0359	201	215	2001205	543.79	543.79	
7601	20	0359	207	215	2001205	176,917.74		176,917.74
7602	20	0359	207	215	2001205	210.51		210.51
7601	20	0359	207	215	2001271	9,050.79		9,050.79
7601	20	0359	201	215	2001305	-74.51	-74.51	
7601	20	0359	207	215	2001305	62,278.83		62,278.83
7602	20	0359	207	215	2001305	192.00		192.00
7601	20	0359	201	207	2001347	0.04	0.04	
7601	20	0359	207	207	2001347	25,539.43		25,539.43
7601	20	0359	201	207	2001527	353.23	353.23	
7601	20	0359	207	207	2001527	158,026.77		158,026.77
7601	20	0359	201	206	2001528	-1,195.99	-1,195.99	
7601	20	0359	207	206	2001528	180,633.59		180,633.59
7602	20	0359	201	206	2001528	3,314.69	3,314.69	
7602	20	0359	207	206	2001528	-31,827.66		(31,827.66)
7601	20	0359	207	247	2001724	316.66		316.66
7601	20	0359	207	245	2001891	16,494.57		16,494.57
7602	20	0359	207	245	2001891	-982.50		(982.50)
7601	20	0359	207	245	2001898	6,737.16		6,737.16
7602	20	0359	207	245	2001898	-0.24		(0.24)
						700,199.85	2,941.25	697,258.60
						Returned		697,258.60
						CBO		83,754.13
						VPPSA		335,016.52
						Dean		
						Dept Chair		
						Tomkins		
						Wing		74,279.00
						Pay Back Loan of \$313,846		204,208.95



FY2002 Facilities and Administration Charges								
Clemson University Genomics Institute								
Acct	Fund	DeptID	Program	Class	Proj/Grt	Total	E&G	PSA
7601	20	0359	207	206	2000697	66,276.44		66,276.44
7601	20	0359	207	215	2000714	645.22		645.22
7602	20	0359	207	215	2000714	-81.34		(81.34)
7601	20	0359	207	224	2000749	2,364.99		2,364.99
7602	20	0359	207	224	2000749	-603.35		(603.35)
7601	20	0359	201	215	2001205	-0.01	-0.01	
7601	20	0359	207	215	2001205	151,223.08		151,223.08
7602	20	0359	207	215	2001271	-618.86		(618.86)
7601	20	0359	207	215	2001305	4,204.59		4,204.59
7602	20	0359	207	215	2001305	-1,785.36		(1,785.36)
7602	20	0359	306	223	2001316	52.49		52.49
7601	20	0359	207	207	2001347	11,951.58		11,951.58
7601	20	0359	201	207	2001527	19.91	19.91	
7601	20	0359	207	207	2001527	85,279.39		85,279.39
7602	20	0359	207	206	2001528	137,557.00		137,557.00
7601	20	0359	207	247	2001617	8,979.75		8,979.75
7602	20	0359	207	247	2001617	0.79		0.79
7601	20	0359	207	247	2001724	79.73		79.73
7601	20	0324	207	215	2002958	33,135.72		33,135.72
7602	20	0324	207	215	2002958	2,971.40		2,971.40
7601	20	0324	207	215	2003001	46,916.73		46,916.73
7601	20	0324	201	209	2003097	29,628.24	29,628.24	
						578,198.13	29,628.24	548,549.99
							40%	
					Returned		11,851.30	548,497.50
					CBO			91,327.30
					VPPSA			181,814.91
					Schoulties			(1,106.54)
					Hilderman			
					Tomkins		11,851.30	
					Wing			170,603.18
					Pay Back Deficit of \$152,389			105,858.65



FY2003 Facilities and Administration Charges								
Clemson University Genomics Institute								
Acct	Fund	DeptID	Program	Class	Proj/Grt	Total	E&G	PSA
7601	20	0324	201	206	2000697	547.62	547.62	
7601	20	0324	207	206	2000697	32,841.44		32,841.44
7601	20	0359	207	206	2000697	43.20		43.20
7601	20	0359	207	215	2001205	983.38		983.38
7602	20	0359	207	215	2001205	759.65		759.65
7601	20	0359	207	207	2001347	3,200.87		3,200.87
7602	20	0359	207	207	2001347	-9,286.70		(9,286.70)
7601	20	0359	207	207	2001527	30,039.26		30,039.26
7602	20	0359	207	206	2001528	10,901.99		10,901.99
7602	20	0324	207	215	2003001	-19,470.43		(19,470.43)
7601	20	0324	201	209	2003097	123,255.40	123,255.40	
7602	20	0324	201	209	2003097	-3,864.56	-3,864.56	
7601	20	0324	201	215	2003293	15,452.04	15,452.04	
7601	20	0324	201	215	2003434	12.00	12.00	
7601	20	0324	201	215	2003435	6,905.02	6,905.02	
						192,320.18	142,307.52	50,012.66
							40%	
						Returned	56,923.01	50,012.66
						CBO		6,793.22
						VPPSA		(5,602.93)
						Schoulties		
						Hilderman		
						Tomkins	56,923.01	48,822.37

FY2004 Facilities and Administration Charges								
Clemson University Genomics Institute								
Through January 31, 2004								
Acct	Fund	DeptID	Program	Class	Proj/Grt	Total	E&G	PSA
7601	20	0324	207	206	2000697	5,377.29		5,377.29
7602	20	0324	207	206	2000697	-9.06		-9.06
7601	20	0324	201	209	2003097	3,765.47	3,765.47	
7602	20	0324	201	209	2003097	-10,396.03	-10,396.03	
7601	20	0324	201	215	2003293	45,190.96	45,190.96	
7601	20	0324	201	215	2003434	35,509.70	35,509.70	
7601	20	0324	201	215	2003435	20,690.69	20,690.69	
7601	20	0318	201	215	2003811	19.60	19.60	
7601	20	0318	207	215	2003811	54,966.07		54,966.07
7601	20	0318	201	215	2003831	12,013.82	12,013.82	
						167,128.51	106,794.21	60,334.30
						Returned		
						CBO		
						VPPSA		
						Schoulties		
						Hilderman		
						Tomkins		



## **FINAL REPORT OF THE 2003-2004 POLICY COMMITTEE**

**Eleanor Hare, chair**

**The Policy Committee considered a number of matters during the 2003-2004 term of office. The more important items upon which action was taken were:**

- *Faculty Manual* change allow a one-year extension of the probationary period for tenure for faculty who give birth, father, or adopt a child.
- *Faculty Manual* change to add a representative of the classified staff to the committee to evaluate academic administrators.
- A complete rewrite of IV.E Annual Evaluation of the *Faculty Manual*. The new text includes use of the Faculty Activity System (FAS), text from Appendix C, changes to Form 1 in Appendix C, approval of new categories of effort in both Form 1 and FAS, and a timeline for completion of evaluation procedures.

Most of the changes to IV.E have been approved by Provost Helms. Minor corrections, approved by the Senate on 2/10/04, require her signature.

- *Faculty Manual* change to allow a positive recommendation for promotion by either the chair or peer review committee to replace Post Tenure Review.

### **Minor changes to the *Faculty Manual* included:**

- A requirement that faculty inform their department office of anticipated absences from class.
- Allow use of reappointment letter in annual evaluation.
- Modification of Senior Lecturer
- Title of the section defining the ombudsman.
- Inclusion of a reference to Form CUFM-1001 in Appendix D. Form CUFM-1001 tracks the selection process for academic administrators.

**Changes to the *Faculty Manual* to be presented to the Senate on April 13, 2004:**

- Change to procedures for selection of Alumni Professors.
- Specify that full-time academic contracts for lecturers be one-years terms, as is the case for tenure-track faculty.

**Other:**

The Policy Committee worked with other committees on procedures to be used with on-line evaluation of teaching. The Committee report was forwarded to Dr. Debra Jackson on June 4, 2004.

The Policy Committee worked extensively to rewrite the Post Tenure Review (PTR) procedures to include additional specification of forwarding of documents. Currently, the *Faculty Manual* specifies that only the reports and responses be sent forward. These changes were passed by the Senate, but not approved by the administration.

The Policy Committee, together with Senate officers, called Provost Helms' attention to problems with letters sent to lecturers in May, 2003. Provost Helms is in the process of addressing these problems.

The Policy Committee, through the Senate President, replied to two faculty members asserting that the *Faculty Manual* had been violated.



**Budget Accountability Committee**  
Faculty Senate  
Clemson University  
Clemson, SC, USA

**AY 2003-2004 Report**  
April 2004

**Members and Resource Members:**

Cathy Bell, Rosa Grayden, Darryl Guffey, Doris Helms, Barbara Kennedy Dixon, Thornton Kirby, Beth Kunkel, Phil Landreth, Dale Linvill, Lawrence Nichols, Mary Ann Prater, Brenda Vander Mey (Chair), and Catherine Watt

**Activities and Products:**

- I. Completed, presented, and distributed the Faculty Compensation 2003 Report.  
Available: <http://www.lib.clemson.edu/fs/index.htm>
- II. Prompted a report on the hiring of retired persons at Clemson University.  
The inaugural report covers roughly 2 ½ years. It is available at the Reserve Room in the Cooper Library. Henceforth, a biannual report on hired retirees will be completed and distributed by Institutional Research at its web pages.
- III. Responded to queries about factors contributing to the current financial situation in the College of Business and Behavioral Sciences.
- IV. Worked on a Philosophy of Compensation for Clemson University.  
This work is still in process. A preliminary draft has been shown to selected entities.
- V. Responded to queries regarding the recent salary reports.
  - a. It was found that some faculty and staff members had received pay increases in excess of 10% or approximating \$20,000. In these cases, the individuals had experienced a major expansion of duties, a reclassification, a promotion (and/or tenure), and/or had been sought after by other agencies in the competitive market.
  - b. Some changes of title were a function of reclassification, some a function of change in position (e.g., move to Department Chair), and one apparent change in title was actually a typographical error.
  - c. One Administrative Assistant in the Office of the President received a salary increase that approached 10%. This individual had been reclassified due to a major expansion of duties.

- VI. The lead member for Classified Senate is working on a comparative salary study.

This work should be completed late summer/early fall.

- VII. Other

- a. Lawrence Nichols, Dale Linville and Phil Landreth solicited staff input regarding non-monetary forms of compensation.

**Suggestions for AY 2003-2004:**

1. That to the extent possible, the same members and resource members serve on this committee again in AY 2003-2004.

This request is in part a function of some work yet to be concluded by this group, and also a function of the need to have a committee comprised of faculty and staff members who have a track record in handling matters related to this Committee.

2. That the Committee parallels the staff comparative salary study with a faculty comparative study.
3. That the Philosophy of Compensation document be placed into draft readership circulation.
4. That the Committee continues to be a source for reliable information and confidential investigation of budgetary matters on behalf of staff and faculty.

Submitted,

*Brenda J. Vander Mey*, Chair



## Meeting of Ad Hoc International Advisory Committee

March 12, 2004  
E-305 Martin Hall

### Proposal for a new permanent university committee

Title - Clemson University International Advisory Committee

#### Membership and composition

Chair: Vice-Provost for International Programs

Voting members (6 total): One faculty member elected by the faculty of each college, and one student.

Ex-officio members (10): one representative from each of the following offices:  
College international coordinators, Gantt Intercultural Center, University Housing, Dean of Undergraduate Studies, Dean of Graduate Studies, President of ISA

Designated liaisons (2): University counsel Risk Management, and Redfern Health Center

#### Responsibilities

Serve as an advisory body to the Vice-Provost for International Programs and the International Office staff

Conduct strategic review of the Office of International Studies, Programs & Services, including programs and services for both incoming and outgoing students, and resources related to the international land-grant responsibilities of Clemson University

Serve as a clearinghouse for the dissemination of information related to all international initiatives for Clemson students, faculty and staff, and all international activities at Clemson University. This information is to be disseminated at the university, college and faculty levels.

Review both proposed and active international agreements for academic quality and program viability

Advocate and recommend the incorporation of international activities as a component of the faculty performance review system

Review proposals for the creation and operation of International Study Centers and Institutes

Where appropriate and possible, help identify potential support for university-wide international programs.

+ the library

# CLEMSON

UNIVERSITY

MEMORANDUM

April 13, 2004

To: Dale E. Linyill

From: Roy B. Dodd 

Subject: PSA Organization Task Force

The task force you appointed has met several times and discussed at length the administrative structure for the Public Service Activities at Clemson University. Attached is a proposed organizational structure for PSA along with a rational statement about the structure.

We discussed the "gateway" between PSA and E&G, but we did not achieve a smooth process. Before spending more time on interaction between PSA and E&G, we would like to have some input about the current work.

If you have any question, please do hesitate to contact me.





## Senate PSA Organization and Structure Study Committee April 5, 2004 Update

The following is a statement of principles and conclusions regarding the current organization and structure of Clemson University Public Service Activity organizations and units.

### ORGANIZATIONAL PRINCIPLE

An administrator can only effectively supervise and advise a limited number of people who report directly to him or her. The rule of thumb based on research in the sociology of organizations and in management is that an administrator can only effectively supervise approximately 8 to 10 administrators as well as departments simultaneously.

Key administrators affected by the organization should have ready access to the administrator and not have to make an appointment more than a week ahead of the projected meeting time. Getting on an administrator's calendar should be made possible within a week under normal circumstances.

At present PSA has five goal directors who, to varying degrees communicate about programs that fit with the five PSA goals. PSA should redesign these positions to fit with the department structure where research and extension program decisions are made. During the recent budget crisis precipitated by the Governor's intention to cut PSA funding by 40%, all five goal directors did not appear to serve as close, key advisors, contacts, or functionaries to address the issue with the governor, legislature, or constituents. They were not part of the "kitchen cabinet." The role of the five directors is quite unclear and highly variable from goal to goal area. One director serves a constituency and related faculty, associates, agents, and staff that comprise approximately 80% of the budget. The other four divide 20%.

It is the will of the committee that we examine the PSA structure with a purpose to strengthen the role of the various college dean's offices regarding budgeting, evaluation, and administration of PSA and teaching programs. The dean's office is considered to be the ideal location for the merger of the teaching, research, and outreach functions of the University.

### RECOMMENDATIONS

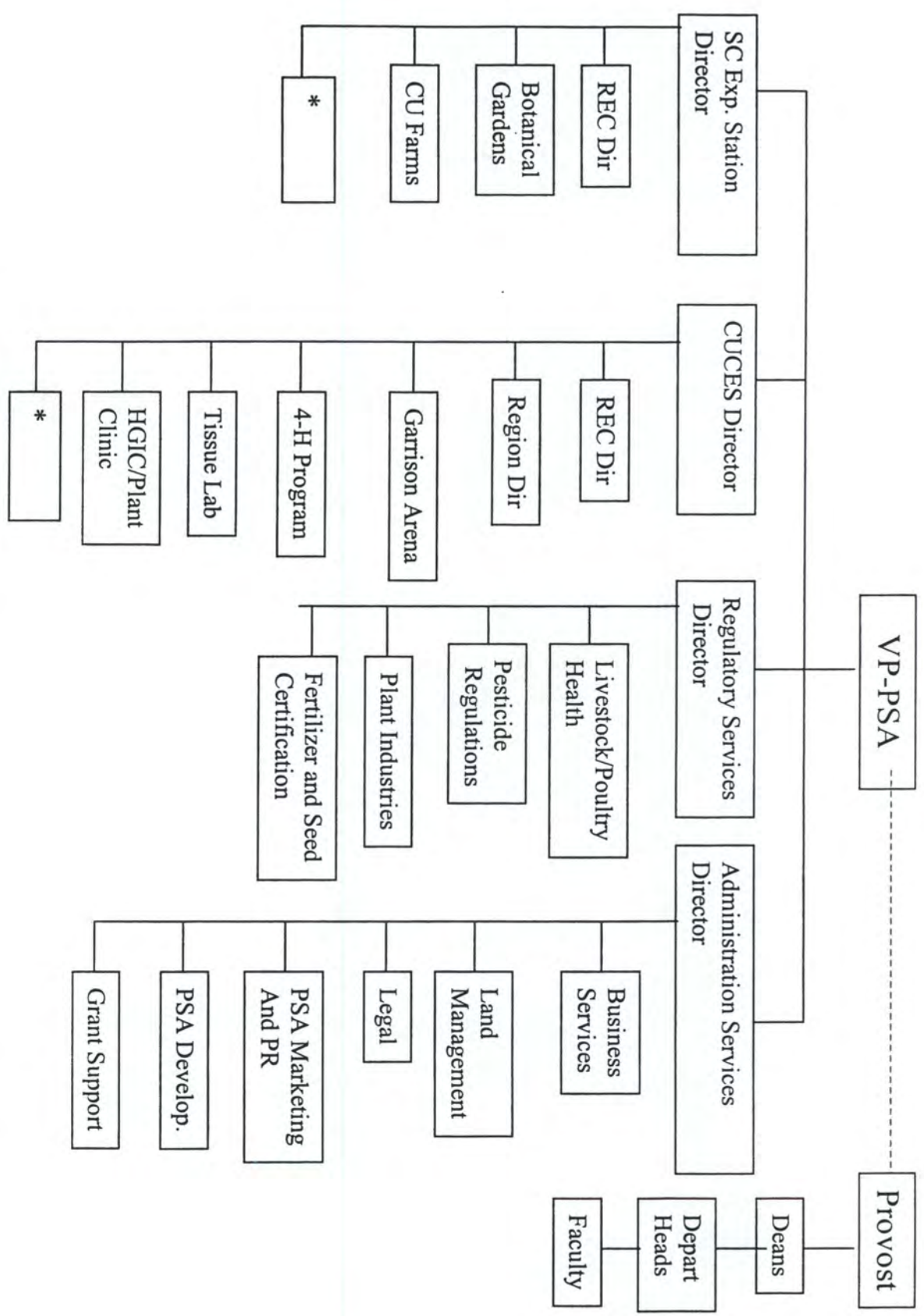
- Strengthen the scale of responsibilities of the five college deans on campus.
- Abolish the title of program directors and move responsibilities to the college dean office or the office of the Director of PSA.
- Create four Directors
  - Research (Experiment Station/Research)
  - Outreach (Extension and Outreach)
  - Regulatory Services (Regulatory Services)
  - Administration
- Place all programs under these four Directors
- Note that REC's and Departments would all be considered equal.
- All institutes, centers, programs shall be placed under the four Associate Directors
- Model calls for greater budget formulation and allocation and accountability close to where the work is done (departmental and program level)
- Model clarifies the dual function of RECs for research and extension activity.
- Model simplifies the negotiation of priority setting when a unit has dual responsibility for research and outreach, PSA and Extension..
- Model enables the VP for PSA to use the Associate Directors as the point people for contact with stakeholders, constituents, and the legislative bodies.
- Model forms a true linkage between research and outreach and regulatory services.



## THE RADICAL RECOMMENDATIONS

- Each faculty member should have a meaningful outreach/extension appointment. This should enhance appreciation of the land grant mission of Clemson University. Students should be instructed on and learn to appreciate the land grant legacy and mission of the University. The concept is tied to demonstration and problem solving scholarly and investigative activity by faculty and students in One Clemson.
- Clarify the role of the department chair in the current PSA structure. The role of the department chair is not clear in the current structure tied to PSA regarding evaluation of personnel, accountability for programs and other administrative responsibilities that involve resource management.
- Clarify the communication pattern between extension and departments regarding faculty evaluation and annual plan of work. Extension specialists have no clear evaluation that is directed to the department chair. This recommendation would make it possible to consolidate and unify the various accountability streams for teaching, research, and outreach/extension in one place – the department level.
- The position of Department Chair should be converted to Department Head with full responsibilities for administration and financial matters located in the position. Decisions affecting employees should be made at the point closest to the employee.
- Department Head shall evaluate department faculty in terms of teaching, research, and public service activity. The formulation of the faculty member's annual goals occurs through discussion with the Department Head when considering the teaching, research, and public service activity responsibility of the department and the faculty member.
- The University's FAS (Faculty Activity System) shall be modified to reflect faculty performance in public service activities. This enhances the significance of PSA activity at the land-grant institution.
- Institutes and centers should answer to a director designated by the VP for PSA. The university should seek consistency regarding the naming of institutes and centers.





\* Institutes, Centers and Units as designated by VP-PSA

## Proposed Faculty Manual Change to selection process for Alumni Professors

April 13, 2004

The Policy Committee was asked to reconsider a change to the method of selection of Alumni Professors previously approved by the Senate. (Faculty Manual, Part III. Faculty, F. Endowed Chairs and Titled Professorships, page iii-5). Provost Helms and President Barker have requested that the final selection committee forward a single name for each vacancy instead of two. The following modifications to the text are intended to implement this request.

1. Rename the "advisory committee" at the college level the "college selection committee."
2. Each college selection committee forwards not more than three names (instead of three names per vacancy and the dean strike one per vacancy).
3. Instead of nominees for each vacancy, the number of nominees forwarded from the college selection committee is a constant.
3. The final selection committee forwards a single name for each vacancy.
4. If additional nominations are requested, the process is repeated. beginning with new college nominees.

For selection of alumni distinguished professors, the faculty of each college elects a n-advisory college selection committee with representatives from each department offering undergraduate courses. Each advisory college selection committee forwards not more than three nominees for each vacancy to the dean, who forwards not more than two names for each vacancy to the final selection committee. This committee The final selection committee, composed of the collegiate deans, and chaired by the senior collegiate dean in terms of service as dean, recommends at least two candidates a single nominee for each vacancy to the Provost. The Provost forwards all documentation, along with any comments of his/her own, to the President for final approval selection. If the President so directs, the Provost asks the committee for additional nominations. If additional nominations are requested, the college selection committee will again submit nominees to the final selection committee and the entire selection process is repeated.



## **Proposed Faculty Manual Change to Special Faculty Ranks**

April 13, 2004

The Policy Committee was asked to consider modification of the description of the rank of Lecturer (*Faculty Manual*, Part III. Faculty, E. Special Faculty Ranks, page iii-5).

The proposed modification:

1. Uses the same time frame for appointments as for tenure-track faculty (i.e., one-year terms). By state law, nine-month academic appointments receive one year of retirement credit. This change insures that lecturers also receive one year's health insurance benefit.
2. Move the notice of renewal or non-renewal from July : to July 15 to more closely coordinate with the end of summer orientation for new and transfer students. Since the one-year contracts will normally terminate about August 15, the July 15 date still gives one month's notice.
3. Creates and describes a "temporary lecturer" rank.

**Lecturer.** This rank is assigned to individuals with special qualifications or for special functions in cases in which the assignment of other faculty ranks is not appropriate. ~~The term of Full-time academic appointments shall be for one-year terms and not exceed one year, but~~ may be renewed. Notice of renewal or non-renewal must be provided before July 15 † for the following academic year. After four or more years of continuous appointment as a lecturer, one year's notice of non-renewal must be provided.

**Temporary Lecturer.** This rank is assigned to individuals who receive part-time appointments or are appointed for one semester or less.



# CLEMSON

UNIVERSITY

L1

April 5, 2004

To: Dale Linvill, President  
Faculty Senate

From: Kinly Sturkie, Chair *ALSC*  
Faculty Senate Ad Hoc Committee on Professional Responsibility

Re: Proposed Professional Responsibility Philosophy Statement and Procedures

During my term as President of the Senate I established an Ad Hoc Committee on Professional Responsibility. In brief, a number of faculty had expressed concern that there seemed to be little recourse for departments which found their daily activities and long term missions compromised by serious, internecine conflict involving factionated department members. A number of formal channels were in place for dealing with other kinds of problems (allegations of research misconduct; problems involving administrators and their subordinates; and conflicts involving students and faculty), but there were no mechanisms available for helping faculty to resolve peer conflicts that were so problematic that they were damaging to the respective academic unit. The goal of the Professional Responsibility Committee, then, was to attempt to develop such a mechanism.

This was a controversial undertaking from the outset. The goal of the committee was expressly NOT to quell debate or to narrow the bounds of academic freedom. To be sure, the first meetings of the Committee\* were given over to deciding if this enterprise was worthy of pursuing, and whether or not the practical problems could reasonably be resolved. The Committee, after much discussion, decided to press on.

The Committee thought it would be useful to have subcommittees develop both a philosophical statement and a set of procedures for handling allegations of problematic behavior. Jerry Trapnell chaired the philosophy statement sub-committee and Alan Grubb chaired the procedures sub-committee (see attached). Alan and his group looked at several models for handling these allegations and ultimately concluded that a modification of the existing Grievance I procedure was the most efficacious and efficient way to proceed. The final products of these sub-committees are attached for your review and to solicit your comments. These documents have also been reviewed and commented upon by the Provost's Advisory Committee.

We plan to bring our report to the full Senate on April 13. The report, if accepted, will then go to the Policy Committee for revisions prior to being returned to the Senate for a final vote on whether or not to modify the *Faculty Manual* to accommodate the proposed changes.

Thank you for reviewing these documents. I look forward to discussing them with you.

\*Committee Membership (see attached)



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## **ad hoc Committee on Faculty Responsibilities**

### **Membership**

Alan Grubb - AAH

Hap Wheeler - AFLS

Bryan Simmons - BBS

Melanie Cooper - E&S

Connie Lee - HEHD

Suzanne Rook-Schilf - Library

Fran McGuire - Ombudsman Subcommittee

Kinly Sturkie - Immediate Past Faculty Senate President

Cathy Sturkie for Faculty Manual Editorial Consultant

John Sweeney - Department Chair

Jerry Trapnell - Dean

John Gentry ( ex-officio) Legal Counsel Office

### **Subcommittees:**

Philosophical/Preamble - Bryan, Jerry, John S. and Suzanne

Procedural - Hap, Alan, Melanie, Connie

As needed - Kinly, Fran, Cathy and John G.

**DRAFT (3-12-04)****Clemson University  
Statement of Professional Responsibilities  
For Faculty**The Preamble:

In the spirit of Clemson University's founder, Thomas Green Clemson, who in his bequest stated that he sought to establish a "high seminary of learning," this document affirms the commitment of the university's faculty to the highest ideals of the pursuit of knowledge. In this pursuit, faculty members commit themselves to conduct their professional responsibilities in a manner founded on the highest ethical standards and demonstrate mutual respect for one another. This statement complements other university documents, policies, and procedures, including *The Faculty Manual*.

Statement of Professional Responsibilities:

As members of the university community of scholars, faculty members have major responsibilities to their colleagues that must always guide their actions when interacting with each other. Faculty should respect and defend the full inquiry of their colleagues. Debate and discourse strengthen the search for new knowledge and the proper intellectual climate expected of a university. But in these exchanges, faculty must show appropriate regard for the opinions of others and the legitimacy of their intellectual pursuits. Faculty must strive to be objective and fair in any professional judgments they make of their colleagues. Responsibilities in this regard also require acting in a professional manner so as to encourage and support the professional development of colleagues in a department, college, and university. Faculty must continuously strive to avoid actions that are demonstrably divisive and create an atmosphere which is not conducive to the University's work.

The above statement is further supported by key principles that comprise the ideals we endorse:

- The highest ethical standards of personal behavior
- Academic freedom
- Mutual respect for one another in an atmosphere of civility
- Acceptance of diversity in perspectives, ideas, and opinions
- Teaching, research, and service as integrative activities

Procedures and policies to be followed whenever the above statement is alleged to have been violated may be found in Part V of the *Faculty Manual*.



## **DRAFT 1-23-04**

# **PROCEDURES**

### **PART V.**

## **GRIEVANCE PROCEDURES**

### **A. General Information**

Two grievance procedures are available to faculty members to facilitate the redress of alleged injustices. Faculty Grievance Procedure I (GP-I) is concerned primarily with the dismissal or termination of tenured faculty or of non-tenured faculty prior to the expiration of a contract period. It also deals with any complaints based on unlawful discrimination due to race, sex, or any other legally protected status. **Further, the GP-I Procedure deals with allegations of lack of civility and/or lack of professional responsibility as defined in Section C.2.d.** As a result of legislative action, the general State Employee Grievance Procedures do not apply to faculty members. GP-I has been officially approved by the State Personnel Division as the grievance procedure for Clemson University faculty members for such cases.

Faculty Grievance Procedure II (GP-II) was adopted by the University Board of Trustees on July 17, 1981. It applies to matters not covered by GP-I. Such matters as inequitable work assignments, unfair performance reviews, or improper implementation of policies and procedures are encompassed by GP-II.

The non-renewal of untenured faculty appointments may be grievable under either GP-I or GP-II, depending upon the grounds for the complaint. If the complainant alleges that unlawful discrimination or violations of academic freedom were involved in the decision not to reappoint, GP-I is the appropriate avenue for seeking redress. GP II is applicable if the complainant alleges that departmental, school, college, or university policies and procedures were not properly followed.

If at any time the Provost determines that a faculty member has filed grievances concurrently under both GP-I and GP-II, and that these grievances are based on the same or a related factual situation, the Provost may suspend processing of one petition until a final decision has been reached on the other petition. GP-II petitions will usually be addressed first. The Provost may decide to hear the GP-I petition prior to the GP-II petition. In all cases, the Provost will notify the advisory committee of the faculty senate, the Grievance Board, and all parties to the grievance when either procedure is suspended pending outcome of the other petition.



If a grievance filed under GP-II is suspended as stated above, the time limitations stated in the procedure shall be suspended until such time as the Provost resumes the processing of the grievance. For all grievances, the time periods given within this section shall refer to calendar days.

For persons seeking assistance in understanding grievance procedures, the faculty senate provides the services of grievance counselors. A counselor offers advice on which of the grievance procedures to follow prior to filing a grievance petition. At the request of the petitioner, the grievance counselor will review the petition before it is submitted to assist in clarifying the grievable allegations. The counselor, however, does not render any decision on the merits or substance of the petition. Administrators may also seek advice of counselors on grievance matters. Information about general procedures followed in grievance hearings helpful to the respondent can be obtained from grievance counselors. Grievance counselors will not advise faculty members or administrators from their own colleges and will not act for both parties to the same case. Individual counselors may seek advice from fellow counselors and may refer their clients to other counselors to expedite the grievance process.

Five counselors selected from different colleges will usually be in office at the same time. These counselors are appointed annually by the faculty senate advisory committee from the ranks of tenured Associate Professors and above who have a thorough knowledge of the *Faculty Manual* and the grievance processes. At least one of the five counselors appointed will be an academic administrator. The advisory committee will attempt to stagger the counselors' terms on a three-year rotation and to provide minority representation whenever possible. The counselors are authorized to talk with any persons involved in the potential grievance and are accorded the protection afforded faculty members involved in grievance procedures. The names of the counselors are available from the President of the faculty senate or the Provost.

All parties to a grievance, including witnesses, are expected to adhere to the highest standard of honesty expected of all faculty members at all times.

Guidelines related to all aspects of the grievance procedures should be obtained from the faculty senate Office or the faculty senate web site (<http://www.lib.Clemson.edu/fs/>) prior to filing any grievance. Once each academic year the Chair of the faculty senate advisory committee and the Chair of the Grievance Board will give to the faculty senate a summary report concerning grievance activities with respect to Faculty Grievance Procedures I and II, respectively. The full texts of both grievance procedures follow.

## **B. Faculty Ombudsman**

The faculty senate through the Provost provides an Ombudsman who serves the interests of faculty, post-doctoral fellows, and graduate students by acting as mediator in any dispute in which they may be involved. The confidential services of this professor, knowledgeable about the grievance process, are available free of charge with the



expectation of resolving disagreements before they reach the formal stages outlined in the following sections on grievance procedures.

The Ombudsman will report to a sub-committee of the faculty senate Executive/Advisory Committee composed of: the immediate past president, the president, and the vice president/president elect of the faculty senate; the faculty representative to the Board of Trustees; a faculty member appointed by the advisory committee annually; and a faculty member appointed by the Ombudsman annually. In conducting the affairs of this office the ombudsman shall be independent and free from any and all restraint, interference, coercion or reprisal. The ombudsman shall be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the university.

### **C. Faculty Grievance Procedure I (GP-I)**

**1. Coverage.** Any person holding a faculty appointment (see Part III, Sections D and E) at Clemson University, including academic administrators, may file grievances under this grievance procedure.

#### **2. Grievances.**

a. Dismissal from employment with the university is grievable under this procedure. A dismissal is the "removal or discharge of a faculty member from a tenured position, or from an untenured position before the end of the specified appointment, for cause." Adequate cause for dismissal must be related directly and substantively to the fitness of the faculty member in his/her professional capacity as a teacher or researcher. Dismissal may be initiated by any administrator in the chain of supervisory responsibility. The burden of proof that adequate cause exists rests with the university. Causes for dismissal are: 1) conduct seriously prejudicial to the university through infraction of law or through moral turpitude; 2) repeated or significant failure to perform the duties of the position to which the faculty member is assigned, or performance of duty demonstrably below accepted standards; and 3) breach of university regulations that include, but are not limited to, violation of confidentiality, falsification of credentials, plagiarism, and that have serious adverse effects on the university.

Action for dismissal of a faculty member must be in writing, must contain a statement of reasons or charges, and must be presented to the individual concerned subsequent to discussions between the faculty member and appropriate administrative officers looking toward a mutual solution.

b. Termination from appointment by the university of a faculty member with tenure, or of a non-tenured faculty member before the end of a specified term of appointment, is grievable under this procedure. Causes for termination are: 1) institutional contingencies such as the curtailment or discontinuance of programs, departments, schools, or colleges, or other conditions requiring reductions in staff; 2) financial



exigencies which are demonstrably bona fide; and 3) a faculty member's physical or mental inability to perform normal duties.

Termination of appointment may be initiated by any administrator in the chain of supervisory responsibility. The faculty member concerned shall be given written notice of termination with reasons therefore as soon as possible, but not less than twelve months in advance of termination. Before a termination of appointment based on the abandonment of a program or department of instruction is initiated, every effort shall be made by the Administration to place the affected faculty member in another suitable position. If an appointment is terminated before the end of the period of appointment because of financial exigencies or because of the discontinuance of a program of instruction, the released faculty member's position shall not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time has elapsed within which he/she may accept or decline the position. Termination for medical reasons shall be based upon clear and convincing medical evidence.

c. Grievances alleging unlawful discrimination in compensation, promotion, and/or work assignments are also grievable under GP-I. Any grievance based on race, color, religion, sex, national origin, age, handicap, or status as a disabled veteran or a veteran of the Vietnam era, alleging discrimination prohibited by federal law or regulation, also may be filed under this procedure.

d. Allegations of a serious, aggravated lack of civility and/or lack of professional responsibility, that is, actions, activities or behaviors which seriously disrupt the normal workday or educational mission are covered under GP-I.

**Such allegations must be related directly and substantively to the professional responsibilities of the faculty member in his/her professional capacity as a teacher or researcher and member of the University community. Before such an allegation is filed, every effort shall be made and documented that the involved parties have exhausted all other administrative avenues and processes to mediate and resolve the dispute. In addition, the services of the Faculty Ombudsman are encouraged. The burden of proof rests upon the Administrator or the faculty member bringing the allegation.**

**Allegations that may be considered under GP-I include, but are not limited to: disrespect for the free inquiry of colleagues; disrespect for the opinion of others; lack of equitable treatment of all personnel; creation of the impression that a faculty member speaks or acts for the University; lack of cooperation and civil interaction with colleagues; personal attacks against colleagues; intolerance or intimidation of colleagues; failure to follow University policies established to eliminate violence, discrimination and harassment. Allegations must be of a serious and disruptive nature. Imposed sanctions by the Provost may include, but are not limited to: oral or written warnings; oral or written reprimands; suspension without pay; or dismissal.**



e. In addition to the above, any non-tenured faculty member who alleges that violations of academic freedom significantly contributed to a decision to cease, in any manner, his/her appointment with the university, may file a grievance under this grievance procedure. In such a case, the burden of proof rests upon the faculty member.

### 3. Procedure.

a. A faculty member who desires to file under GP-I must submit a written petition within thirty days after the date of the alleged grievance. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the thirty-day time period begins with the date that the faculty member was notified. The time period does not begin with the effective date of dismissal.) The petition is to be submitted to the Chair of the faculty senate advisory committee. The grievance petition must state specifically the parties involved, places and dates, and the relief sought. After thirty days have passed, the faculty member forfeits the right to petition under this grievance procedure and any actions taken with respect to the faculty member shall become final.

b. If the petition is filed during one of the long semesters of the regular academic year, the Chair of the faculty senate advisory committee shall call a special meeting of the committee within fifteen days of receipt of a properly submitted petition. If the petition is filed at any other time, the special meeting of the faculty senate advisory committee will be held within fifteen days after the beginning of the next long semester. If the Provost deems the matter of sufficient urgency, he/she may request that the faculty senate advisory committee meeting take place at a time outside the normal academic year. In this case those members of the faculty senate advisory committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. A quorum for this meeting shall consist of five members of the advisory committee. If the advisory committee determines the petition is not grievable under this procedure, the Chair shall notify the faculty member within seven days of that decision and the matter is closed.

If the advisory committee determines that the matter is grievable under this procedure, the chair shall notify all parties to the grievance within seven days of that decision. At the same time, the chair shall send copies of the petition to those against whom the grievance is brought.

c. The advisory committee of the faculty senate will be the Hearing Panel. The committee will, within thirty days after reaching the decision to hear the petition, set a date for the hearing. The chair shall give each party to the grievance thirty days written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the legal authority under which the hearing is to be held; d) references to pertinent university statutes and portions of the *Faculty Manual*; and e) a short and plain statement of the matters asserted. The hearing shall be held during one of the long semesters of the regular academic year, unless the Provost deems the matter of sufficient urgency, and



requests that the hearing take place at a time outside the normal academic year. In this case those members of the faculty senate advisory committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

The faculty member may waive the hearing by so notifying the chair of the advisory committee in the grievance petition, in which case the advisory committee shall take whatever action is necessary to ensure a fair and expeditious review of the grievance and base its recommendation to the Provost thereon.

Members of the advisory committee shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest. The faculty member(s) concerned shall have a maximum of two challenges each without stated cause. If such removals and challenges reduce the membership of the hearing panel below five, the President of the faculty senate shall make appointments from the Senate to ensure a committee composition of at least five members.

The faculty member shall be permitted in all proceedings to have and be represented by an advisor of his/her choice. All matters pertaining to the grievance shall be kept confidential and the hearing shall be closed to the public. A verbatim record of the hearing shall be taken and a typewritten copy thereof transcribed and made a part of the record.

Both parties shall be permitted to offer evidence and witnesses pertinent to the issues; the administration, so far as possible, shall assist in securing the cooperation and attendance of witnesses and shall make available documents and other evidence under its control. Irrelevant, immaterial, or unduly repetitious evidence shall be excluded. If an objection is made to any evidence being offered, the decision of the majority of the panel shall govern. When the hearing may be expedited and the interest of the parties shall not be substantially prejudiced, any part of the evidence may be received in written form. Documentary evidence may be received in the form of copies or excerpts if the original is not readily available. All written evidence submitted by all parties to the grievance hearing **must** be received by the chair of the hearing panel not less than 7 days prior to the date set for the hearing; any material received after that date may be allowed or excluded by the hearing panel at its discretion. At its discretion, the hearing panel may grant adjournment to either party to investigate evidence concerning which a valid claim of surprise is made. Both parties may ask questions of witnesses. Members of the panel may ask questions of any party or witness at any time during the hearing.

d. Findings of fact and recommendations of the hearing panel must be based solely on the hearing record and shall be submitted to the Provost. **In cases alleging lack of civility and/or lack of professional responsibility, the findings of fact and recommendations of the hearing panel must specify the impact of the actions, activities, or behaviors on the educational mission of the department, school, other relevant unit and explicitly address the issue of culpability so that appropriate sanction(s) may be imposed, if deemed appropriate.** The majority vote of the panel



shall be the recommendation forwarded to the Provost. The recommendation must be submitted to the Provost within fifteen days after conclusion of the hearing. If the hearing procedure has been waived, recommendations of the Panel shall be submitted to the Provost no later than fifteen days after completion of its investigation of the grievance. Both parties to the grievance shall be given copies of the recommendation at the time they are forwarded to the Provost. The chair shall provide a copy of the transcribed record to both parties as soon as it becomes available.

e. The Provost shall review the record of the hearing and shall render a written decision within thirty days of receipt of the transcribed record. The decision shall include findings of fact and conclusions of law, separately stated. Copies of the decision shall be sent to all parties to the petition and to the Hearing Panel.

**4. Appeals.** The faculty member may appeal the Provost's decision to the President. A written appeal must be submitted to the Office of the President within ten days after receipt of the Provost's decision. If an appeal is made, the President shall review the hearing record and the decision of the Provost and shall render a written decision within thirty days of receipt of the request for the review. The decision shall include findings of fact and conclusions of law, separately stated. Copies of the decision of the President shall be sent to all parties, the Provost, and the hearing panel.

The faculty member may appeal the decision of the President to the Board of Trustees. A written appeal must be submitted to the Executive Secretary of the Board of Trustees within ten days after the receipt of the President's decision. Receipt by the Executive Secretary shall be deemed receipt by the Board. If an appeal is made, the Board of Trustees, or a committee of Board members appointed by the Chair, shall review the record of the hearing and the decisions of the President and the Provost, and shall render a final decision on behalf of the university. The decision shall be in writing and shall include findings of fact and conclusions of law, separately stated. Copies of the decision shall be sent to all parties, the President, the Provost, and the hearing panel.

**5. Final Decision.** If a grievance is filed in a timely manner under this procedure, the action taken against the faculty member which forms the basis for the grievance shall not become final until the appeals process is exhausted and a final decision is rendered on behalf of the university. If the faculty member does not appeal any step of the procedure within the time limits prescribed herein, the last decision rendered shall become the final decision of the university.

**6. Continuation of Duties and Salary While Grievance Pending.** If the action which forms the basis for the grievance filed by the faculty member could eventually involve any type of discontinuance of appointment with the university as stated above, the faculty member shall not be removed from his/her university duties until a final decision is rendered under this grievance procedure. The exception to this principle would be that, prior to the final decision being rendered, the faculty member may be relieved of all duties or assigned to other duties if immediate harm to himself/herself or to others is threatened by continuance in the affected individual's normal assignment.



Before taking such action the Administration shall consult with the advisory committee of the faculty senate. The salary of the faculty member shall always continue until a final decision is rendered by the university.

**7. Protection of Faculty Members and Others Involved in Grievance Procedures.** Each faculty member and any other person involved in grievance procedures shall be free from any or all restraint, interference, coercion, or reprisal on the part of associates or administrators in filing a grievance, in accompanying a faculty member filing a grievance, in appearing as a witness, or in seeking information in accordance with the procedures described herein. These principles apply with equal force after a grievance has been adjudicated. Should these principles be violated, the violations should be brought to the attention of the Provost for appropriate remedial action. Should the faculty member not receive satisfaction from the remedial action taken by the Provost, an appeal may be made to the President, and subsequently (if necessary) to the Board of Trustees.



MINUTES  
FACULTY SENATE MEETING  
JUNE 10, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:33 p.m. by President Dale Linvill.

2. Approval of Minutes: The Faculty Senate Minutes dated May 13, 2003 were approved as written.

3. "Free Speech": None

4. Committee Reports:

a. Senate Committees:

1) Welfare Committee – No report.  
2) Scholastic Policies Committee – No report  
3) Finance Committee – Chair Beth Kunkel stated that there was no report.

4) Research Committee – No report.

5) Policy Committee – Chair Eleanor Hare submitted the Committee Report dated April 13 (Attachment A) and noted items that will be brought under New Business. She reported that during a recent meeting among Beth Kunkel, Webb Smathers, Eleanor Hare, and the Provost, the Provost stated her intentions to remedy the problems associated with the letters to lecturers.

6) Budget Accountability Committee – No report.

b. University Commissions and Committees:

1) Healthy Communities – Alan Grubb, Chair of the Faculty Senate Healthy Communities Select Committee, stated that he would bring forward for acceptance a condensed Report to the Senate under New Business.

5. President's Report: President Linvill:

a. noted that he is in the process of establishing Senate Select Committees on Athletics, the newly-established International Office, and the reorganization of PSA.

b. stated that he met with Lawrence Nichols and John Gentry regarding training for employees on sexual harassment. Senator Hare asked that the Welfare Committee look at riders for coverage for all employees since there is not a clear understanding of when the University will cover employees for sexual harassment allegations. Discussion followed.



c. stated that he had met with the Provost regarding the lecturer letters and other topics, and believed that most of the problems discussed were being solved.

d. learned in a recent President's Cabinet meeting that the graduate deans of the schools represented in the ACC are discussing the possibility of graduate students having opportunities to attend any of the ACC schools for periods up to two semesters, paying their home school's tuition prices. The Provost stated that study abroad programs with the same arrangement are also being considered.

e. informed the Senate that Clemson is developing and will implement a plan to deal with SARS if it is found on campus.

f. provided updated information regarding the severity of the budget crisis.

g. stated that the reopening of Fike Recreational Center is scheduled for the weekend of the Furman football game.

6. Old Business:

a. Senator Hare submitted the Report on Online Teaching Evaluations and Confidentiality and Implementation of Online Teaching Evaluations (contained within the Policy Committee Report dated May 27, 2003, Attachment A) for acceptance. Vote was taken and passed unanimously. This Report will be forwarded to Debbie Jackson.

7. New Business:

a. Senator Hare submitted for approval the *Faculty Manual* change regarding adding classified staff to the review of academic administrators. There was no discussion. Vote was taken and passed unanimously (Attachment B).

b. A correction to the *Faculty Manual* regarding Post-Tenure Review was then submitted by Senator Hare for approval. There was no discussion. Vote to approve correction was taken and passed unanimously (Attachment C).

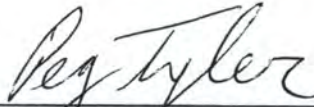
c. Senator Kunkel submitted for approval and explained a recommendation from the Grievance Board that would limit the participation of attorneys in the Grievance Hearing process. Vote for approval was taken and passed (Attachment D).

d. Alan Grubb submitted for endorsement a condensed Healthy Communities Report that will soon be submitted to President Barker and the Administrative Council for approval and implementation. Vote to endorse Report was taken and passed unanimously (Attachment E).

e. Noting that a vote will soon be taken by the ACC Presidents on the subject of the ACC expansion, President Linvill asked for the Sense of the Senate. Following much discussion, it was decided that the Sense of the Faculty Senate of Clemson University is that we neither object to nor support the expansion of the ACC by the addition of the three schools. Vote to accept this Sense of the Senate was taken and passed. (Informational Documents Attachment F).

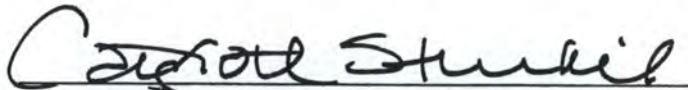


8. Announcements:
- a. The Faculty Senate will not meet in July. The next meeting will be on August 19, 2003.
- b. The Provost announced the establishment of two task forces: one, to look at general faculty meetings to improve attendance and the second, to consider the preparation of a "survival manual" for faculty, especially new faculty. Names of possible task force members will be forwarded to the Provost from the Faculty Senate and the Classified Staff Senate.
9. Adjournment: President Linvill adjourned the meeting at 3:56 p.m.



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Peg Tyler for Camille Cooper,  
Faculty Senate Secretary



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Cathy Toth Sturkie, Program Assistant

Absent: R. Dodd, T. Straka, N. Walker (F. Barron for), G. Zehnder, J. Bertrand, S. William, N. Jackson, W. Chapman, T. Churan, B. Vander Mey, S. Bhaduri, M. Ellison, E. Makram, R. Figliola, P. Dunston, C. Cooper (P. Tyler for)



## Policy Committee Report May 27, 2003

The Policy Committee met May 14 and May 19 at 10 a.m. in 402 Edwards Hall.

**(1) Online Teaching Evaluations and Confidentiality.** All present agreed in principle to the following three guidelines for the use of the results of online student evaluation of faculty teaching:

**First**, under all circumstances confidentiality of the faculty member being evaluated must be preserved.

**Second**, the use of these student evaluations by academic administrators must be no different than is current university practice. (See Note 1 at end of report.)

**Third**, it has long been recognized that student evaluations become the property of the faculty member. In keeping with that practice, these on-line evaluations ought not be kept on-line permanently. Summaries should be stored as provided in the *Faculty Manual*. Data from individual "red forms" and summaries should be provided to faculty in whatever form (CD, hardcopy, text file, etc.) the faculty member wishes and then purged from the system.

**(2) Implementation of Online Teaching Evaluations.** The following are also recommended:

**First**, the faculty member must be able to retrieve the results as if viewing individual red forms. Reporting in the form of individual questionnaires is necessary in order to test for reliability and to correlate responses. (See Note 2 at end of report.)

**Second**, each of these individual evaluations should be labeled as "electronic" or "non-electronic" in order to collect data on differences in the method of testing.

**Third**, faculty should be provided tools to aid in analysis and presentation of their personal data. Summary data, for example, should be available on a spreadsheet if requested. If a program such as BlueShift is used, the presentation tools should be available to faculty.

**(3) Contracts/Letters Issued to Lecturers.** Copies of contracts/ letters issued to lecturers have been given to the Policy Committee. Each contract quotes the section of the *Faculty Manual* (page iii-5) that "After four or more years of continuous appointment as a lecturer, one year's notice of non-renewal must be provided." The following are three excerpts from letters:

"By signing this agreement you fully understand and agree that you hereby waive any right that you might have to one year's notice of non-renewal after four or more years of continuous appointment as a lecturer."



"Clemson University cannot guarantee a lecturer who has provided four or more years of continuous appointment as a lecturer, one year's notice of non-renewal because of the expected financial shortfalls."

"... it is possible you could be rehired under new terms in a new contract. One year's notice of non-renewal as stated above and in the *Faculty Manual* at page iii-5 will not be granted under these new contracts. ..."

The Policy Committee observed many problems in these and other statements in the letters: At least one of the above excerpts contains a violation of the *Faculty Manual*; these letters should have been discussed with the Faculty Senate before being sent; in rehiring, these lecturers should be hired first; and the administration cannot unilaterally rewrite the *Faculty Manual*.

The committee instructed the chair and the Faculty Senate president to meet with the Provost concerning these contracts and the followup letters she indicated that she would write.

**(4) Budget Concerns.** The lecturer renewal/non-renewal issue is related to the budget. The Policy Committee requests that the Budget Accountability Committee consider the following issues:

(a) If Clemson is headed for a financial exigency, then does more attention need to be given to cutting unnecessary expenditures rather than people, eliminating unnecessary travel, scaling back receptions, postponing expenditures for office furniture, and publicizing cuts in administration and PSA budgets.

This list is not inclusive. The committee recommends that expenditures and cuts need to be made more visible to faculty and staff.

(b) Courses are specified by various curricula, but are not being made available to the students who are required to take these courses. For example, some courses in AHH are required by curricula in other colleges, but AHH is not given funding to cover teaching these courses. Is there a solution?

**(5) Faculty Manual Change in Review of Academic Administrators:** In response to a request from the Classified Staff Senate, the committee recommends (a) adding a form to be used by staff to evaluate administrators to the *Faculty Manual* appendices and (b) replacing an appointed member with a representative of the classified staff employees.

**(6) Faculty Manual Change to Post-Tenure Review:** In response to a request from the Library, the committee recommends the following: "The PTR outcome is automatically considered as 'satisfactory' if the candidate is promoted or if the candidate is recommended for promotion by the department's peer review committee or its chair." Thus, recommendation for promotion would also reset the PTR clock.

**(7) Faculty Manual Change to Notification Date for Lecturers:** The committee recommended approval of a suggestion by the Provost that notification of renewal or non-renewal of lecturer contracts be moved to April 1, instead of July 1. This change is necessary to insure continuity of health insurance.



**Next meeting of the Policy Committee:** Monday, August 4, 9 a.m. in Edwards 402.

**Note 1:** Current university practice is detailed in PART IV. PERSONNEL PRACTICES, H. Post Tenure Review, page iv-7, and in PART VIII. PROFESSIONAL PRACTICES, F. Teaching Practices, 8. Evaluation of Teaching by Students (pages viii-5, viii-6). of the *Faculty Manual*.

In Post Tenure Review, a summary of teaching evaluations ... for the last 5 years, including student evaluations is to be included.

All evaluation forms are returned directly to the instructor to be retained for a six-year period. Course summary information ... will become part of the personnel review data for annual review, reappointment, tenure and promotion, and for post-tenure review consideration.

The university will retain electronic copies of all evaluation summaries for the purpose of verification that the evaluations have been carried out. These summaries will also be used for annual review, reappointment, tenure, promotion or post-tenure review **only** if a faculty member's form are not available. Access to these electronic summaries shall be with notification to the faculty member involved.

In summary, the results of teaching evaluations are to be used only in proceeding that are defined to be confidential.

**Note 2:** Reliability in this case means the extent to which students respond similarly to items measuring similar content and the correlations of one construct with another (i.e., the extent to which items measuring one type of content correlate with items measuring another type of content).

The accuracy and usefulness of the evaluations depends upon faculty being able to access these two areas. "Validity" means the the extend to which you are measuring what you think you are measuring. A test with low reliability will automatically have low validity.



14 May 2003

MEMORANDUM

TO: Dale Linvill ✓  
FROM: Alan Schaffer NS

RE: Change in Review of Academic Administrators

Dexter Hawkins, President of the Classified Staff Senate has asked the Policy Committee to revise the make-up of the administrator evaluation committee now described in the *Faculty Manual*, part ii, section L. He believes a classified staff employee ought to be represented on the evaluation committee and the Policy Committee agrees.

The committee recommends revising section L to eliminate the sentence that reads, "In addition, the immediate supervisor [the dean for a department head, the Provost for a Dean, the President for the Provost, etc.] shall choose an additional member of the committee from the constituent group." In its place the committee recommends inserting the following: **"The classified staff employees of the academic unit [department, school, college, etc.] shall elect one of their number as their representative on the administrator evaluation committee."**

This change guarantees a place on the committee for classified staff representation while leaving the majority of the five-person committee with the elected faculty.

The Policy Committee asks that this be put on the agenda for the next meeting of the Faculty Senate.

cc: Dale Linvill, Eleanor Hare, Cathy Sturkie, Pat Smart, Dexter Hawkins



FACULTY SENATE

R. M. Cooper Library Box 345104 Clemson, SC 29634-5104

864.656.2456 FAX 864.656.3025



# CLEMSON


UNIVERSITY

C

14 May 2003

## MEMORANDUM

TO: Dale Linvill  
FROM: Alan Schaffer



RE: *Faculty Manual* correction

At its meeting on May 14<sup>th</sup>, the Policy Committee looked at an existing problem in the post-tenure review (PTR) procedure and voted unanimously to recommend a correction as explained below.

The way the *Faculty Manual* now reads (part iv, page 7, number 8), promotion counts as post-tenure review but in order to receive a "satisfactory" PTR rating, the candidate must be promoted. This conflicts with normal PTR procedure where a "satisfactory" rating is automatic if either the peer review committee or the department chair so recommends.

The Policy Committee recommends changing the sentence in number 8 which now reads, "If the applicant is promoted, then the PTR outcome would automatically be considered satisfactory" to **"The PTR outcome is automatically considered as 'satisfactory' if the candidate is promoted or if the candidate is recommended for promotion by the department's peer review committee or its chair."**

This recommendation from the Policy Committee needs to be placed on the agenda for the next meeting of the Faculty Senate.

Cc: Dale Linvill  
Eleanor Hare  
Cathy Sturkie



FACULTY SENATE

R. M. Cooper Library Box 345104 Clemson, SC 29634-5104

864.656.2456 FAX 864.656.3025



D

# CLEMSON

UNIVERSITY

CONFIDENTIAL

June 3, 2003

## MEMORANDUM

TO: FACULTY SENATE

FROM: BETH KUNKEL, CHAIR *MEK*  
UNIVERSITY GRIEVANCE BOARD

SUBJECT: PROPOSED *FACULTY MANUAL* CHANGE

The Grievance Board moves to amend the *Faculty Manual* V.C.3.c., Paragraph 4, by striking the words "and be represented by" from the first sentence in that paragraph. The sentence would then read "The faculty member shall be permitted in all proceedings to have an advisor of his/her choice."

The intent of this amendment is to minimize the increasing legalistic nature of Grievances. In some instances, it has been recognized that attorney representation has resulted in unnecessary complications to the proceedings and the ability of the Hearing Panel to discern "findings of fact."

Thank you.

MEK/cts





## HEALTHY COMMUNITIES COMMITTEE REPORT

Objective: To establish a distinctive, coordinated, comprehensive University Wellness Program to be housed in Fike Recreation Center; to have a lifelong influence on people and establish healthy lifestyles as an enduring part of the Clemson Experience.

Recommendations:

- 1) Establish a Healthy Communities Advisory Board
- 2) Establish a Healthy Communities Network
- 3) Appoint a Healthy Communities Website Coordinator
- 4) Establish a program of Health Promotion Incentives (e.g. "Wellness Dollars" to be applied to existing programs or designated Fike activities)
- 5) Create an educational component
- 6) Establish an annual Health Activities Calendar

Charge: The function of the Healthy Communities Advisory Board is to coordinate, market, and publicize the activities of related groups within the University and plan and organize its own program. The Board will have the opportunity to review annual evaluations of each related group (evaluation would be performed by each individual group). The Board is designed to foster communication, cooperation, integration, and collaboration of these various groups and maintain comprehensive health programs.

Composition of the Healthy Communities Advisory Board:

Faculty Senate Representative  
 Staff Senate Representative  
 Student Government Representative  
 Graduate Student Government Representative  
 \*Fike Recreation Center Representative  
 \*Joseph F. Sullivan Center Representative  
 \*Department of Public Health Sciences Representative  
 \*Student Services/University Union Representative  
 \*Redfern Health Center Representative  
 \*Nutrition/Food Science Representative  
 \*ARA Representative  
 \*Human Resources Representative  
 \*Provost's Office Representative

- denotes permanent members



Presidential Appointees (3) — two (2) to be appointed from among the President's Commission on the Status of Women; the President's Commission on the Status of Black Faculty & Staff Commission; the Department of Parks, Recreation & Tourism Management, and individuals involved in recreation, fitness or wellness activities (including club sports) and one (1) from the Clemson area community.

Board members will elect their chair. We recommend that the permanent Board members be represented initially by those individuals who represented their groups on the Healthy Communities Committee in order to allow the Board to get underway; thereafter, a system of two-year rotation will be adopted.

It is recommended that the Chair of the Healthy Communities Advisory Board have a term of two years.

The Healthy Communities Advisory Board will oversee the Health Communication Network director or coordinator and oversee student internships and student learning projects, in addition to planning, coordinating, and evaluating program activities. The Board reports directly to the President.

Projected Costs:

Web Manager — approximately \$2,000 for equipment

Labor — approximately \$14 for 10 hours per week



**Duke University Faculty Statement on ACC Expansion**  
**By the Executive Committee of the Academic Council**  
**6-6-03**

The faculty of Duke University supports the Coalition on Intercollegiate Athletics (COIA) in its efforts to ensure that any realignment of NCAA athletic conferences be carried out in a manner consistent with the educational goals of the universities and colleges involved. While athletics is an important component of the undergraduate experience and excellence in athletics is a worthy goal, it is important that undergraduate institutions not allow external commercial interests to dictate the criteria for excellence in sports at the collegiate level. The trend toward "super-conferences" dependent on television and other marketing opportunities for survival threatens to create athletic programs that cannot be effectively governed by a reasonable coalition of faculty, administrators, and athletic department representatives, and thereby puts the educational experience of students at risk.

The Duke faculty is particularly concerned about the process that has led to the proposed expansion of the ACC -- a process in which faculty input was severely limited due to constraints imposed by the business model employed by the ACC. We question whether a full array of legitimate educational concerns was considered and whether there is any compelling motivation for expansion. Having been denied access to much of the pertinent data and having had no opportunity to study the expansion issue, we cannot endorse the proposal to expand the ACC. Moreover, we strongly support the position of the COIA that faculty endorsement should be an important element in this and other major athletic policy decisions. We would even go so far as to suggest that there be a mandated 6-12 month assessment period between proposal for expansion and the vote of the ACC leadership. This would allow thorough and useful evaluation of the proposal at each institution and avoid the problems occurring with this particular episode.

We fully realize and appreciate that Duke's President Nan Keohane voted to oppose the ACC expansion, along with UNC Chancellor James Moeser. These two leaders did vote to go forward with the evaluation of Miami, Boston College and Syracuse only after there were the required seven votes to consider expansion.

Issues that led us to question the wisdom of expanding the ACC include the following:

- 1) The consolidation of college sports into "major league" type structures promotes professional standards of competition in college sports, which contributes to the widening gap between academic and athletics missions.
- 2) Expansion is likely to lead to increased travel through added post-season play, which further deflects athletes' efforts away from academics.
- 3) The proposed expansion contributes to a trend that is likely to increase the pressure increase to change both athletic and academic admission standards for recruited athletes, and also to increase demands on those athletes to concentrate even more on the development of their physical athletic abilities. In many cases, these pressures will combine to undermine the goals of enhancing student health and post-graduate quality of life through participation in inter-collegiate competition.

Thus, representing the faculty of Duke University, we urge the presidents/chancellors of all ACC universities to postpone the final expansion decision until each university's faculty has been consulted according to their own faculty governance procedures, and their concerns have been



F2

In  
cc: "Kathleen Smith (Duke)" <kksmith@duke.edu>,  
"Joel M. Cohen (Maryland)" <jmc@math.umd.edu>  
Subject: ACC Expansion

Dear ACC Colleagues,

As I indicated in messages you received last week, the Steering Committee of the Coalition on Intercollegiate Athletics (COIA) recommends that the faculty leaders who constitute the Coalition endorse a public statement concerning the proposed expansion of the ACC. Messages I've received from some of you this past week suggest that your schools have focused primarily on the impact the expansion may have on your individual schools, which is certainly appropriate.

The COIA Steering Committee is viewing the issue in terms of its impact on our goals of reform on the national level, and it is concerned that the ACC plan follows a growing trend towards the creation of super-conferences that appear inconsistent with the goal of intercollegiate athletics reform.

The current reform movement has been inspired, in part, by positive initiatives launched by ACC and other Division I-A presidents. The COIA has supported these presidents in their reform efforts; now, the Steering Committee believes the Coalition should indicate publicly that initiatives such as the ACC plan undermine those efforts. While it is doubtful that a statement of any kind will determine whether the plan goes forward, this is an important point to draw attention to the conflict between the current trend and reform goals, in order to influence subsequent events.

We hope that viewing the expansion in this broader context, you will consider and endorse the statement proposed by the Steering Committee for press release, which appears below. It enumerates the problems the committee sees with the plan, and indicates criteria the committee believes should govern any reconfiguration of conferences. We welcome your comments, and hope that you will agree that this is an important point at which to urge all schools to take a step back from the arms race.

Best,  
Bob Eno  
Indiana University

\*\*\*\*\*

#### PROPOSED STATEMENT ON THE ACC EXPANSION PLAN (2 June '03)

The Coalition on Intercollegiate Athletics urges the presidents of universities in the Atlantic Coast Conference to reconsider their recent decision to invite three schools currently in the Big East Conference to join the ACC, creating a "super-conference" with enhanced tournament schedules and marketing opportunities.

The Coalition has joined recent initiatives for reform of college sports, refocusing attention on the primacy of the academic mission, and the need to step back from an "arms race" that has blurred the line between college and professional sports. We see the ACC proposal and other moves towards the consolidation of super-conferences as in direct conflict with reform goals in the following respects:

- 1) The plan represents a strong endorsement of the growing commercialization of college sports, which is a major target of reform. Attempts to increase revenues and balance budgets through national



marketing have led to a cycle of rising expectations and the growing arms race in college sports. Over the full range of higher education institutions, these expectations generate such features as sharp increases in capital investment, rising athletics salaries, and inflated athletics staffs.

2) The consolidation of college sports into "major league" type structures that can raise the quality of competitive play accelerates the spread of professional standards of competition in college sports; this contributes to the widening gap between academic and athletics missions, and pervasive cynicism regarding the integrity of college athletics programs and the institutions that operate them.

3) Because the expansion would add pressure for increased season length through added post-season play and increased travel requirements for competition, it is realistic to anticipate further deflection of athletes' efforts away from academics, undermining both the academic and student welfare goals of reform.

4) In bypassing all meaningful consultation with faculty, and adopting this plan on the basis of business models and marketing needs related to athletics departments, the ACC will undermine reform efforts to put in place the balances of shared governance that can assure the primacy of the academic mission in institutional decision making.

5) In redesigning its conference solely with an eye towards athletics marketability, the ACC would move further from alternative shared bases of geography, academic comparability, and tradition that have allowed conferences to contribute to the academic mission by creating meaningful ties among faculties and student bodies. Designing consortia solely on the basis of market considerations makes sense for professional leagues; it is inappropriate in amateur sports based on a common link to educational values. The opportunistic behavior of institutions that has characterized the reconfigurations of athletics conferences in recent years has contributed to the growing cynicism about the connection between athletics and academic values.

The conduct and design of athletics conferences are key aspects of addressing the severe problems of intercollegiate athletics. Goals that existing conferences should be working towards and that should govern any conference realignments include the following:

- 1) Developing academic and cultural structures to reinforce and enrich relationships among conference schools, enhancing the connection between athletics and the academic mission;
- 2) Limiting the commercialization of athletics and pressures to professionalize performance standards;
- 3) Working towards conference-wide standards of athletics governance at member institutions, appropriately shared among faculties, administrations, and governing boards, that ensure accurate cost monitoring and budget transparency for athletics departments among member schools;
- 4) Ensuring that season schedule length and travel burdens on athletes are not increased, and, wherever possible, are reduced.

The presidents of ACC schools have been active in the movement for intercollegiate athletics reform; we call on them to play a leadership role in aligning ACC conference governance with these goals.



MINUTES  
FACULTY SENATE MEETING  
AUGUST 19, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:32 p.m. by President Dale Linvill, who also welcomed everyone and recognized guests.

2. Approval of Minutes: The Faculty Senate Minutes dated June 10, 2003 and the General Faculty Minutes of May 8, 2003 were approved as distributed.

3. "Free Speech": None

4. Committee Reports:

a. Senate Committees:

1) Welfare Committee – It was noted that this Committee does not have a chair at this time. Senator Dunston suggested that the Committee convene to select a chair.

2) Scholastic Policies Committee – Chair Nancy Walker submitted and summarized the Committee Report (Attachment A).

3) Research Committee – Chair Roy Dodd stated that there was no report.

4) Finance Committee – Chair Beth Kunkel stated that there was no report.

5) Policy Committee – Chair Eleanor Hare submitted and briefly explained the Committee Report dated August 19, 2003 (Attachment B) and noted that an item will be brought under New Business.

b. University Commissions and Committees:

1) Budget Accountability Committee – No report.

2) Faculty Representative to the Board of Trustees – Alan Grubb stated that he would like to meet regularly with the lead senators prior to Board of Trustee meetings and encouraged senators to notify him of issues to share with the Trustees.

5. President's Report: President Linvill:

a. noted that the PSA. Select Committee will meet next week (to be called by John Kelly) to figure out the organization of PSA and the College of



Agriculture, Forestry & Life Sciences. The Athletic and International Select Committee will also begin meeting soon.

b. noted that in conversations with the Bonnie Holaday of the Graduate School that issues to be addressed include: (1) developing a campus philosophy for online courses; (2) forming a task force to consider the idea of external reviews for all PhD committees – what would be their role and who will pay for costs incurred are just two questions to be addressed; (3) reorganizing the Graduate School (objectives, thrust, the role of emerging faculty); and (4) looking again at procedures for academic dishonesty that were drafted but may need to be looked at again to be certain all issues are covered (President Linvill asked Senator Walker to check with Steve Chapman about this issue).

c. strongly reminded everyone that faculty are in charge of curriculum.

d. informed the Senate of items learned during discussions with the attorney for the Faculty/Graduate Student/Post-Doc Ombudsman: that staff need access to an Ombudsperson and that the fact that the Undergraduate Ombudsman has administrative duties is in conflict with the role of an Ombudsperson.

e. informed the Senate that a problem with Clemson's Human Resources Division is that policies are in place for situations but that procedures are not.

f. informed everyone of the passing of Alan Schaffer, a longtime friend of the Faculty Senate. A memorial service will be held on Friday, August 22<sup>nd</sup>, at 1:00 p.m. in the Brooks Center with a reception immediately following (hosted by the Faculty Senate). A Faculty Manual Editorial Consultant will be appointed soon.

g. It was noted that the Provost has stated that there will be no performance funding money for this year.

6. Old Business:

a. Healthy Communities Committee – Alan Grubb, Chair of the Faculty Senate Healthy Communities Select Committee, briefly explained the Committee Report noting that President Barker has reviewed the Report (Attachment C). Dr. Grubb is confident that the recommendations will be acted upon. The ribbon-cutting for Fike Recreation Center is scheduled for September 6, 2003.

7. New Business:

a. Senator Hare submitted for approval the *Faculty Manual* change regarding an extension for the probationary period for granting tenure. Following discussion, vote was taken and proposed change passed (Attachment C).

b. Senator Sean Williams questioned the possibility of changing Clemson University's health care options. Senator Lee explained the history of this issue by the Welfare Committee (health care options are governed by the state and must be changed at the legislative level – the Faculty Senate has written several letters to two of our legislators and have not received responses). It was decided that the Welfare Committee will try to get more information from Human Resources.



c. Senator Lee asked for the Senate's guidance regarding faculty evaluations and the promotion, tenure, and reappointment process - student evaluations are confidential, but how can they be used? Vice President/President-Elect Webb Smathers stated that according to the *Faculty Manual*, individual evaluations are confidential but that summaries of the evaluations are not confidential and can be made available to administration. Discussion followed, during which Senator Fran McGuire noted that if the red forms are not suitable for evaluations, then it is the responsibility of the Faculty Senate to offer an alternate form to evaluate teaching. President Linvill stated that perhaps a select committee should be established to pursue this issue.

8. Announcements:


a. Secretary Camille Cooper announced that she will set up a rotation schedule for Senators to attend Student Senate meetings in an effort to continue our good working relationship with them.

b. President Linvill announced that the Call for Nominations for the Class of '39 Award for Excellence will be sent to all faculty next week.

c. President Linvill announced that he and Vice President Smathers will meet with President Barker on August 22. Senators may forward agenda items to President Linvill by August 21.

9. Adjournment: President Linvill adjourned the meeting at 3:42 p.m.

  
Camille Cooper, Faculty Senate Secretary

  
Cathy Toth Sturkie, Program Assistant

Absent: G. Zehnder, T. Churan, B. Vander Mey (R. Campbell for), S. Bhaduri, R. Figliola, Rippy (M. Smotherman for)



## Scholastic Policies Report – August Faculty Senate meeting

This committee met on August 12.

Items from last year:

### **Electronic evaluation of teaching.**

El Nault is coordinating activities with DCIT to provide the electronic evaluation and plans are underway to begin communications with deans and chairs regarding the use of electronic and paper formats during the fall semester. The biggest change will be the method used to distribute the paper forms and collect the data back from the departments and colleges. We hope to encourage faculty to use the electronic system which will be available through the MYCLE. (from Debbie Jackson).

### **Electronic Course Syllabi**

We expect to meet with student representatives, Dean Jerry Reel, and others as appropriate to continue discussions and plans for electronic syllabi.

New business:

Scheduling conflicts. In some cases courses are scheduled at odd times which causes conflicts with other regularly scheduled courses. There is a need for consistency in scheduling to avoid disadvantaging students.



## Policy Committee Report

### August 19, 2003

The Policy Committee met at 9 a.m. August 4, 2003, in 402 Edwards.

The following policy regarding extension of the tenure period was approved by the committee:

"Probationary faculty who give birth, father, or adopt a child during their probationary period may, at their request, receive a one-year extension of the tenure decision. The request for an extension must come within two months of the birth or adoption. The extension will automatically be granted unless the chair or dean can document sufficient reason for denial. Normally, a maximum of two such extensions may be granted."

"Extension of the probationary period of a faculty member for serious illness, family tragedy or other special circumstances may be granted with approval of the department chair, dean and Provost."

This policy is intended to be placed into the *Faculty Manual* in Part iv on page 5 in the third paragraph under **G. Tenure Policies**.

Simplification of annual review: At the request of Dean Keinath the Policy Committee is discussing how to incorporate the most recent reappointment recommendation into the annual review report. Dean Keinath will be invited to the next meeting.

Summer pay: The Policy Committee requests that the issue of summer pay be referred to the Welfare Committee. From experience with this issue, the Policy Committee suggests that the Welfare Committee give special consideration to:

- (a) Equitable treatment of all faculty.
- (b) Departments should publish a policy for low enrollment courses that applies to all faculty in that department.

Provost Helms would like to change the *Faculty Manual* to remove the percentage (3.25% of salary per credit hour) currently stated.



Senior Lecturer description in Faculty Manual: The Policy Committee is working on a provision that would allow experience other than as a lecturer to count toward reclassification as a senior lecturer.

The Policy Committee was asked to determine which ranks are faculty. The findings are as follows:

- (1) that Extension Agents and County Agents are not faculty and are not permitted to use the grievance procedures in the *Faculty Manual*. (These employees are staff.)
- (2) that lecturers in an academic unit under the jurisdiction of the Provost are faculty and may use the *Faculty Manual* grievance procedures. Some non-teaching lecturers, such as those whose duties are primarily academic advising, are faculty by the above definition. The definition of faculty in the *Faculty Manual* should determine who is and who is not faculty.
- (3) that lecturers **not** in an academic unit **or not** under the jurisdiction of the Provost are **not** faculty and may **not** use the *Faculty Manual* grievance procedures.  
(*Faculty Manual*, Part V, Grievance Procedures, page v-1.)
- (4) that the situation of Extension Associates and Extension Associates with faculty rank needs further discussion. The title of Extension Associate was created as "unclassified non-academic" in September, 1988. The Extension Associate title is not currently and has not been listed as a faculty rank in the *Faculty Manual*.

The titles of Research or Extension Professor, Research or Extension Associate Professor and Research or Extension Assistant Professor were approved by the Faculty Senate in February 1999. These titles are Special Faculty Ranks and are given to persons engaged in full time research or public service who are supported exclusively (including fringe benefits) from external funds or foundation accounts.

The committee plans to meet with Senators from CAFLS to discuss whether or not Extension Associates should be included in Special Faculty ranks in the *Faculty Manual*.

**Next meeting:**

**Tuesday, September 2 at 3:30 p.m. in LL-3 Cooper Library.**



## **Presentation and Recommendations**

### **from the Faculty Senate Select Committee on Healthy Communities**

# **CLEMSON UNIVERSITY HEALTHY COMMUNITIES PROGRAM**

## **I. MISSION/VISION STATEMENTS**

### **Vision Statement**

Clemson will be one of the nation's top-20 public universities that supports healthy lifestyles and work environments that promote individual, community, national, and world health.

### **Mission Statement**

Clemson offers a wide array of high-quality academic programs built around a distinctive core curriculum. A core curriculum includes a component that promotes lifelong intellectual, physical, emotional, social and spiritual health.

The University also promotes excellence in education and scholarship in selected areas of the creative arts, health, human development, the humanities and social sciences. In all areas, the goal is to develop students' communication and critical-thinking skills, ethical judgment, global awareness, and scientific and technological knowledge. Scholarship in health through excellence in education requires that we "practice what we preach." We will strive to develop a "best practices" model for healthy communities by first demonstrating that model within the Clemson community.

Students remain the primary focus of the University. Just as Clemson values its students, the University also values its faculty and staff who have committed their talents and careers to advance its mission. Clemson pledges to support their work, to encourage their professional development, to evaluate their professional performance and to compensate them at nationally competitive levels. Clemson University acknowledges the value of the whole person and the direct and indirect benefits to all parties when the faculty and staff are in an environment that supports, rather than competes, with healthy lifestyles.



### **The "Clemson Health" Experience**

The "Clemson Health" Experience includes an appreciation and understanding of a healthy mind, body and spirit. As part of the Clemson Experience, the Healthy Communities Program empowers students, faculty, and staff to adopt healthy choices during their college years and into their future. At Clemson University you will experience a culture that supports healthy lifestyles. At Clemson University, faculty, staff, and students enjoy a culture that supports recreation and physical activity, prevention (healthy food choices, recreation activities, and health education) and risk reduction. Consequently, individuals who participate in the Clemson Healthy Communities Program should have a lower risk for chronic diseases (heart disease, diabetes, cancer) or complications associated with those diseases. A suggested theme for this experience is, "Your Body is a Wonderland."

In order to realize these goals, we recommend the establishment of a Healthy Communities Advisory Board to oversee coordination of and assess progress towards those goals. The Board's objectives and responsibilities are:

1. Coordinate community-wide health and recreation programs.
2. Establish and maintain a "Healthy Communication Network" or "Healthy Communication" website for employees and students.
3. Develop self-sustaining programs and actively seek sources of support for programs.
4. Increase awareness and utilization of existing programs.
5. Identify new opportunities in programs and services.
6. Support and promote health programs that are culturally sensitive and appropriate to all members of the CU community.
7. Support and promote short courses and programs to students, faculty, and staff targeting timely health issues.
8. Create opportunities for academic course work, student internships, and service learning in health-related and recreation disciplines.
9. Evaluate programs and services annually.
10. Review data from participant groups and publish annually.
11. Identify trends and make recommendations.

## **II. START-UP COSTS/NECESSITIES (see attachment for breakdown)**

Website-related costs

Fitness/Health Programming

Incentive Rewards and Participant Record Keeping

Part-Time Employee

\$15,000-20,000 or

Full-Time Employee (lesser experience/job duties)

\$20,000-25,000 or

Full-Time Employee (more experience, education, more managerial duties)

\$30-35,000



### **III. RECOMMENDATIONS**

#### **1. Establishment of Board**

**Justification** – to foster cooperation, integration, and collaboration of the various and related healthy communities groups and to maintain a comprehensive wellness program.

**Function** – to publicize and coordinate activities of related groups and plan and organize its own program and to maintain creative dialogue among the professionals on campus working in the general areas of health and wellness.

**Terms of Membership** - Members are appointed a to a staggered, three (3) year term that begins in August of the first year of membership and ends in May of the third year of membership. At the completion of a three (3) year term, a member may be reappointed by the President to a second three (3) year term based on recommendations from the Chairperson.

**In order to achieve staggered terms and to guarantee continuity at the end of the first three-year terms of the Board members, the reappointments of the charter members will be as follows:**

Two faculty and two classified staff members - no reappointment;

Two faculty and two classified staff members - reappointment for two years; and

Two faculty and two classified staff members - reappointment for three years

#### **Election of Chair**

**At the time of Board establishment, the Chair will be elected to a two (2) year term by and from those members of the Faculty Senate Committee on Healthy Communities who are willing and able to continue on the Board.**

Thereafter, the Chair will be elected to a two (2) year term by and from those members of the Board.

#### **Membership Composition**

Classified Staff Senate Representative

Faculty Senate Representative

Student Government Representative

Public Health Representative

Fike Recreation Center Representative

Sullivan Center Representative



Student Services/University Union Representative  
 Redfern Center Representative  
 Nutrition/Food Science Representative  
 Aramark, Inc. Representative  
 Human Resources Representative

Three (3) Presidential Appointees from among the following:

President's Commission on the Status of Women;  
 President's Commission on Black Faculty & Staff;  
 Department of Parks, Recreation, and Tourism Management;  
 a campus individual involved in recreation, fitness and/or wellness,  
 including club sports; and  
 a citizen of the Clemson community.

Ex-Officio, Non-Voting Members – Provost's Office Representative,  
 Website Manager

Suggested Name for Advisory Board

Clemson University Healthy Communities Advisory Board

2. Establishment of Website
  - a. Supervised by the Healthy Communities Board
  - b. Provision for Short and Long-range activities
  - c. Provide links to all other healthy communities activities (not to replace them)
  - d. Website Coordinator
  - e. Location of Website Coordinator in Fike Recreation Center
3. Establishment of Calendar of Events and Programs (first year's calendar attached)
4. Suggested Activities and Programs for Advisory Board to Consider for Implementation
  - a. Establish a Healthy Communities Network or Healthy Communities website
  - b. Appoint a Healthy Communities Website Coordinator
  - c. Establish a program of Health Promotion Incentives (e.g. "Wellness Dollars" to be applied to existing programs (this system hopefully to be administered by Human Resources, along with data on group participation) or designated Fike activities;
  - d. Create an educational component
  - e. Establish an annual Health Activities Calendar



Submitted by:

Alan Grubb, Department of History, Chair

Cathy Bell, Clemson University Libraries

Dallas Burnett, Graduate Student Government

George Clay, Redfern

Susan Coleman, Fike Recreation Center

Vivian Haley-Zitlin, Food Science & Human Nutrition

Dexter Hawkins, Classified Staff Senate

Jessica Hendrix, Aramark, Inc.

Ashley Higgenbotham, Student Government

Antonis Katsiyannis, Education

Karen Kemper, Public Health

Barbara Kennedy-Dixon, Athletics

Emma Knight, Human Resources

Connie Lee, Nursing

Wendy Marshall, University Union

Will Mayo, Sullivan Center

Angelo Mitsopoulos, Student Government

Pat Smart, Provost's Office

Cathy Sturkie, Faculty Senate

Kim Timpany, University Union

Enclosures:

Budget Proposal from Fike Recreational Center for Fitness/Health Programming

Calendar of Events and Programs - First Year

Employee Wellness Center, University of Delaware



Healthy Lifestyle - Wellness Committee  
 Alan Grubb  
 Cathy Sturkie

FROM: Susan W. Coleman  
 DATE: June 11, 2003  
 SUBJECT: Budget Proposal

Hey Guys,

Well, here's the budget from my area. Please review and we can get together for discussion before you attach it with the committee's recommendation.

In the Fitness/Health area, a variety of programs and services could be provided if there is added funding to the existing budget in the Department of Campus Recreation as well as collaborative efforts with other departments including the Union, Redfern Health Center, Sullivan Wellness Center, Human Resources, Prevention Partners, etc. This would provide financial support for proposed programming and membership services as Fike reopens with the emphasis on Fitness/Health as a compliment to the Swann gift.

These include:

- Group Fitness Training
- Fitness Assessment
- Personal Fitness Training
- Massage Therapy
- Educational Sessions - Lunch Time Series, Prevention Partners, etc.
- Weight Room Attendants - to facilitate orientation/demonstration
- Health Assessment
- Resource Library
- Participant Items (pedometer, tee-shirt, water bottle, etc.)

The following programs and services could be potentially housed in the "proposed" Swann Fitness Center Suite - the multi-purpose room on the second floor that overlooks the Fitness Atrium.

For services such as:

- Assessments (Health and Fitness)
- Massage Therapy
- Educational Sessions
- Resource Library

Room design, materials, and equipment needed:

Clemson's Health Assessment & Motivation Program

Item	Cost per Item
• Scales . .	\$200.00
• Treadmill (2)	\$2,010.00 (4,020.00)



• Bike Cycle (2)	\$500.00 (\$1,000.00)
• Walls for Privacy (2 small rooms)	???????
• Wall clock with a second hand	\$25.00
• Charts for Body Mass Index Table and Skinfold Calipers	\$300.00
• Small Refrigerator	\$100.00
• Step Bench Box	\$150.00
• Mirror	\$25.00
• Mats	\$100.00
• Stop Watch	\$25.00
• 4-drawer locking file cabinet	\$100.00
• Phone for Emergency	
• Water	

#### Massage Therapists

• 2 Tables	\$469.00 (\$938.00)
• 1 Hydrocollator	\$254.98
• Para-Care Paraffin Bath	\$130.00
• Pneumatic Stool	\$59.99
• Power Web	\$18.95 and \$27.95
• Terry Hydrocollator Covers (2) 6 per order	\$15.19 each (\$30.38)
• Anatomy Charts	\$12.47 each (\$24.94)
• ColPac: Standard 11"x14"	\$11.50
Neck Contour 23" long	\$11.95
Oversize 11"x21"	\$20.95
Half 7.5"x11"	\$6.95
Quarter 5.5"x7.5"	\$5.50
5 different sizes	
• Coated Dumbbells: 2lb. (4)	\$3.75 each (\$15.00)
3lb. (4)	\$5.50 each (\$22.00)
4lb. (4)	\$6.95 each (\$27.80)
• Fitted Crescent Covers (12)	\$6.50 each (\$78.00)

#### Other Equipment Items:

• Digital Camera	\$500.00
• Computer	\$1000.00
• Scanner	\$250.00
• Office Supplies	\$1,000.00
• Promotional Supplies	\$5,000.00

#### Small Office Space

To accommodate website Health Communication Network operations



~~Development~~ of Participation Incentives such as:

1. Wellness Dollars and/or other creative incentives. Work with HR to encourage and support active employee's participation/~~utilization~~.
2. Payroll deduction feature - administrative expenses and/or discounts/bonus for employees who satisfactorily complete the participation program.

Bulletin Board/Display Case

\$500.00

- To publicize Healthy Lifestyles? Wellness sponsored services/programs

Resource Library

- Videos/Books/Manuals
- Shelves

\$1,000.00

\$100.00

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**Total**

**\$17,079.84**

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**Theme for 2003/04: "Your Body is a Wonderland"**

**Target Audiences:** CU Community: Faculty, Staff, Students, Families

**August**

**Week** World Breastfeeding, [www.lalecheleague.org](http://www.lalecheleague.org)

**September**

**Month** National Cholesterol Education, [www.nhlbi.nih.gov](http://www.nhlbi.nih.gov)  
**Month** National Food Safety Education, [www.nraef.org/index.asp](http://www.nraef.org/index.asp)  
**Month** National Prostate Cancer Awareness, [www.pcacoalition.org](http://www.pcacoalition.org)  
**Month** Organic Harvest Month, [www.ota.com](http://www.ota.com)  
**Month** Healthy Aging, [www.healthaging.net](http://www.healthaging.net)  
**6** *Grand Opening of Fike Recreation Center*  
**21-27** National 5 A Day For Better Health Week, [5aday.nci.nih.gov](http://5aday.nci.nih.gov)  
**27** Family Health and Fitness Day, [www.fitnessday.com](http://www.fitnessday.com)

**October**

**Month** Breast Cancer Awareness Month: [www.cancer.org](http://www.cancer.org), [www.nbcam.org](http://www.nbcam.org)  
**Month** Domestic Violence Awareness Month, [www.ncadv.org](http://www.ncadv.org)  
**Month** Healthy Lung, [www.lungusa.org](http://www.lungusa.org)  
**Month** National Dental Hygiene, [www.adha.org](http://www.adha.org)  
**Month** National Vegetarian Awareness  
**Week** National Health Education, [www.nche.org](http://www.nche.org)  
**8** International Walk to School Day, [www.bicyclinginfo.org](http://www.bicyclinginfo.org)  
**9** National Depression Screening Day, [www.mentalhealthscreening.org](http://www.mentalhealthscreening.org)  
**10** World Mental Health Day, [www.wfmh.org](http://www.wfmh.org)  
**15** *CU Employee Benefits Fair, Fike Recreation Center*  
**12-18** Adult Immunization Awareness Week, [www.nfid.org/NCAI](http://www.nfid.org/NCAI)  
**5-11** National Fire Prevention Week, [www.nfpa.org](http://www.nfpa.org)  
**16** World Food Day, [www.worldfooddayusa.org](http://www.worldfooddayusa.org)  
**19-25** National Collegiate Alcohol Awareness Week, [www.bacchusgamma.org](http://www.bacchusgamma.org)  
**23-31** National Red Ribbon Celebration, [www.nfp.org](http://www.nfp.org)  
**25** Make-a-Difference Day, [www.makeadifferenceday.com](http://www.makeadifferenceday.com)  
**19-25** National Massage Therapy Awareness Week, [www.amtamassage.org](http://www.amtamassage.org)

**November**

**Month** American Diabetes, [www.diabetes.org](http://www.diabetes.org)  
**Month** National Eye Care, [www.eyenet.org](http://www.eyenet.org)  
**Month** National Alzheimer's Disease Awareness, [www.alz.org](http://www.alz.org)  
**20** Great American Smoke Out, [www.cancer.org](http://www.cancer.org)

**December**

**1** World Aids Day, [www.aawhworldhealth.org](http://www.aawhworldhealth.org)

**January**

Month

Month

19-25

National Volunteer Blood Donor Month, [www.aabb.org](http://www.aabb.org)National Back Care Month, [www.nsc.org/lrs/lib/fs/health/backcare](http://www.nsc.org/lrs/lib/fs/health/backcare)Healthy Weight Week, [www.healthyweightnetwork.com](http://www.healthyweightnetwork.com)**February**

Month

Month

Month

15

23-3/2

American Heart & Stroke Month, [www.americanheart.org](http://www.americanheart.org)Wise Health Consumer, [www.healthylife.com](http://www.healthylife.com)Ergonomic Awareness, [www.ncergo.org](http://www.ncergo.org)Sexual Responsibility Week, [www.ashastd.org](http://www.ashastd.org)National Eating Disorders Awareness Week, [www.nationaleatingdisorders.com](http://www.nationaleatingdisorders.com)**March**

Month

Month

Month

Day

2-8

9

Safe Spring Break Programming, [www.bacchusgamma.org](http://www.bacchusgamma.org)National Nutrition, [www.eatright.org](http://www.eatright.org)American Red Cross, [www.redcross.org](http://www.redcross.org)National Agriculture, [www.agday.org](http://www.agday.org)National Collegiate Health and Wellness Week, [www.bacchusgamma.org](http://www.bacchusgamma.org)*CU Wellness and Safety Fair***April**

Month

Month

Month

Month

Month

Month

Month

Month

Week

5-15

2

22

Alcohol Awareness, [www.cadd.org](http://www.cadd.org)Sexual Assault Awareness, [www.nsvrc.org](http://www.nsvrc.org)National STD Awareness, [www.ashastd.org](http://www.ashastd.org)National Gardening, [www.nationalgardenmonth.org](http://www.nationalgardenmonth.org)Keep America Beautiful, [www.kab.org](http://www.kab.org)Stress Awareness, [www.stress.org](http://www.stress.org)National Craft, [www.menc.org](http://www.menc.org)American Humor, [www.larrywilde.com](http://www.larrywilde.com)TV Turnoff, [www.tvturnoff.org](http://www.tvturnoff.org)National Volunteer Week, [www.pointsoflight.org](http://www.pointsoflight.org)Kick Butts Day, [www.tobaccofreekids.org](http://www.tobaccofreekids.org)Earth Day, [www.earthday.net](http://www.earthday.net)**May**

Month

Month

Month

Month

Month

Month

Month

Month

Month

Day

11-17

National Arthritis, [www.arthritis.org](http://www.arthritis.org)National Physical Fitness and Sports, [www.nysphysicalactivity.org](http://www.nysphysicalactivity.org)Mental Health, [www.nmha.org](http://www.nmha.org)National Health and Fitness, [www.surgeongeneral.gov/ophs/pcpfs](http://www.surgeongeneral.gov/ophs/pcpfs)National Osteoporosis Awareness and Prevention, [www.nof.org](http://www.nof.org)National Bike, [www.bikeleague.org](http://www.bikeleague.org)National High Blood Pressure Education Month, [www.nhlbi.nih.gov/](http://www.nhlbi.nih.gov/)National Safe Boating, [www.uscgboating.org](http://www.uscgboating.org)Better Sleep Month, [www.bettersleep.org](http://www.bettersleep.org)National Employee Health and Fitness, [www.physicalfitness.org/nehf.html](http://www.physicalfitness.org/nehf.html)Women's Health Week, [www.4woman.gov/owh](http://www.4woman.gov/owh)**June**

Month

Month

Week

Week

Day

10-15

National Safety, [www.nsc.org](http://www.nsc.org)

American Rivers

National Fishing and Boating, [www.nationalfishingandboatingweek.org](http://www.nationalfishingandboatingweek.org)Great Outdoors, [www.funoutdoors.com](http://www.funoutdoors.com)National Trails, [www.americanhiking.org](http://www.americanhiking.org)National Men's Health Week, [www.menshealth.com](http://www.menshealth.com)

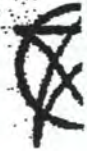




Employee Wellness Center  
125 Carpenter Sports Building  
University of Delaware  
Newark, Delaware  
(302) 831-8388

UD Home

## Employee Wellness Center



### What is Wellness

Wellness is a term that encompasses so many ideas that sometimes it can be confusing according to Michael Peterson, Associate Professor of Health Promotion. Even health professionals can't agree on a definition, since all have their own specialized and professional biases toward the subject. With that in mind, here are a few ideas about wellness that presented at the National Wellness Conference.

Wellness is a mindset, a lifestyle approach to the highest states of health and life satisfaction that one can obtain within reason. It is about personal effectiveness, not about being an advanced mediator, vegetarian or a marathon runner.

Wellness is a holistic concept. It is looking at the whole person, not just their blood pressure, body fat, exercise behavior or what a person had for lunch. It involves physical, social, emotional, occupational, spiritual, and intellectual dimensions.

If one imagines each aspect as a spoke on a wheel, Wellness helps a person extend their physical, social, occupational, and intellectual aspects out as far as they can be developed and practiced. Therefore, a Wellness mindset seeks to grow in each dimension, not just one, so that the wheel rolls smoothly.

Wellness is not a lot of things:

- It is not about perfection. Extreme perfectionism is a shame-based process that results in a negative view, such as workaholicism, anorexia, and other addictive behaviors.
- Wellness does not mean swearing off hot fudge sundaes, but it does mean learning about a healthy diet and how to eat and behave to maximize one's health and quality of life.
- It is not about fearing disease. Wellness is about thinking for yourself and recognizing how to profit from taking responsibility rather than deflecting it to someone else.

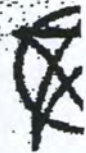
Wellness means having a conducive environment for optimal health, satisfying relationships, and a sense of meaning and purpose in life. Wellness can be improved through education, awareness of one's strengths and areas of improvement, and adopting behaviors and cognitive strategies that promote overall well-being.

Through coordinated strategies and integrated packages, the Employee Wellness Program provides resources and services to educate and support employees in their effort to improve their own wellness.

For information, please call 831-8388.



## UD Employee Wellness Center



### Wellness Dollars

#### What Are Wellness Dollars?

- Wellness dollars are part of your Employee Benefits Package
- Full-time employees and retirees receive \$50 wellness dollars per year and part-time employees receive \$25 wellness dollars per year

#### What If I Don't Use All Of My Wellness Dollars?

- You **LOSE** them!!
- On July 1st all unused accounts are deleted, and full-time employees receive 50 **NEW** Wellness Dollars to be used in the coming year.

#### How Do I Spend My Wellness Dollars?

- Wellness Dollars can be used for your choice of Employee Wellness Program Services as well as most U of D Fitness Classes!
- We offer health screenings, nutrition lectures, weight management, and more!
- [Look here for information about available programs and services.](#)

#### How Do I Check My Wellness Dollar Balance?

With the advent of Peoplesoft, you are no longer able to view your wellness dollar balance online at this time. Until this option becomes available call Benefits at x2913, or the Wellness Center at x8388.

Employee Wellness Center  
125 Carpenter Sports  
Building  
University of Delaware  
Newark, Delaware  
(302) 831-8388

UD Home

For further information, call the UD Employee Wellness Center at x8388 -- *U Deserve To Be Well!*



**Programs available****Close window****Wellness and Fitness Assessments**

- Lifestyle Assessment Questionnaire  
\$5 Wellness
- Fitness Assessment: Baseline blood pressure, resting heart rate, body composition, flexibility, aerobic capacity  
\$30 Wellness
- Body Composition  
\$10 Wellness
- Cholesterol Screening  
\$10 Wellness + \$5 Cash or Check

**Weight Management Programs**

- The Healthy Weigh  
\$75 Wellness
- Weight Management Group Classes; 8 wks  
\$40 Wellness

**Fitness Programs**

- Individual Exercise Program Design  
\$15 Wellness
- Individual Exercise Program Design and one Personal Training Session  
\$25 Wellness
- Individual Exercise Program Design + two Personal Training Sessions  
\$35 Wellness
- Recreation Services  
Locker rental - \$75, fitness classes - variety pass

**Smoking Cessation Programs**

- Mail Packet  
\$10 Wellness
- Individual Counseling (If mail packet is received, that fee can be applied toward individual counseling)  
\$20 Wellness

**Nutrition Programs**

- Individual Nutrition Counseling (Initial Visit)  
\$30 Wellness
- Individual Nutrition Counseling (Follow-up visit)  
\$20 Wellness
- Computerized Nutritional Analysis \$15 Wellness

**Health Maintenance Programs**

- Lectures on nutrition, health and fitness  
\$10 Wellness
- Videotape Rentals  
\$2 Wellness
- Flu Vaccinations  
\$10 (Cash or Check only)



Employee Wellness Center  
125 Carpenter Sports  
Building  
University of Delaware  
Newark, Delaware  
Phone: (302) 831-8388  
FAX: (302) 831-3303  
Contact us

UD Home

## Employee Wellness Center

### Mission Statement

The Employee Wellness Center creates and implements programs that empower employees to develop their personal dimensions of wellness. The Center is committed to providing employees with the resources and information needed to make lifestyle decisions that promote the optimal health of the

### Calendar

<u>Free Diabetes Screening</u>	Thru 3/25
<u>Cholesterol Screening</u>	3/14
<u>Step Across America</u>	3/16-5/10
<u>Want to Lose Weight?</u>	1/28-5/30
<u>Senior Online Program</u>	Ongoing

### Register for a wellness program

### Subscribe to Wellness E-Mail list

Winners Circle- see the recent wellness prize winners

### News

- Things to do this month
- Join the employee wellness challenge
- Take a fitness class
- Quit smoking
- Check your wellness

Wellness Hall of Fame

Welcome, Retirees

Dealing with cancer



**Extension of Probationary Period  
for Granting Tenure  
Recommended by the Policy Committee  
August 4, 2003**

The following policy regarding extension of the tenure period was approved. This policy is intended to be placed into the *Faculty Manual* in Part iv on page 5 in the third paragraph under **G. Tenure Policies**.

"Probationary faculty who give birth, father, or adopt a child during their probationary period may, at their request, receive a one-year extension of the tenure decision. The request for an extension must come within two months of the birth or adoption. The extension will automatically be granted unless the chair or dean can document sufficient reason for denial. Normally, a maximum of two such extensions may be granted."

"Extension of the probationary period of a faculty member for serious illness, family tragedy or other special circumstances may be granted with approval of the department chair, dean and Provost."

MINUTES  
FACULTY SENATE MEETING  
SEPTEMBER 9, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:34 p.m. by President Dale Linvill, who also recognized guests.
2. Approval of Minutes: The Faculty Senate Minutes dated August 19, 2003 were approved as distributed.
3. "Free Speech": Doris R. Helms, Provost and Vice President for Academic Affairs, described her white page on general education which had been shared with the Deans this morning (Attachment A).
4. Committee Reports:
  - a. Senate Committees:
    - 1) Welfare Committee – Senator Pamela Dunston stated that the Committee met prior to the Senate meeting. Both Senator Dunston and Tom Straka will co-chair this Committee.
    - 2) Scholastic Policies Committee – Secretary Camille Cooper, for Chair Nancy Walker, submitted and summarized the Committee Report (Attachment B).
    - 3) Research Committee – Chair Roy Dodd stated that there was no report.
    - 4) Finance Committee – Chair Beth Kunkel noted that this Committee will look at how centers and institutes are funded and how funds are implemented.
    - 5) Policy Committee – Chair Eleanor Hare submitted and briefly explained the Committee Report dated September 9, 2003 (Attachment C) and noted that items will be brought under New Business.
  - b. University Commissions and Committees:
    - 1) Budget Accountability Committee – Senator Brenda Vander Mey, Chair, stated that this Committee will meet next Thursday at 9:00 a.m. in 110 Brackett and invited Senators to feel free to attend and/or send suggestions.
5. President's Report: President Linvill:
  - a. Background checks – he spoke with Lawrence Nichols, Director of Human Resources. Background checks are no longer in existence for former Clemson



University persons for rehiring purposes. There are still problems with volunteers which must be solved.

b. The *ad hoc* PSA Committee has met twice to consider the PSA reorganization.

c. Has met and will continue to meet with President Barker. Any concerns may be brought to President Linvill to share with the President.

d. President Barker is fine with President Linvill's plan to visit with parents of students throughout the state. He did suggest that President Linvill speak with Cathy Sams so that information will be consistent.

6. Old Business: None

7. New Business:

a. Senator Hare submitted for approval the *Faculty Manual* change regarding a Change to Annual Review. Following discussion, vote was taken and proposed change passed with required two-thirds vote (Attachment D).

b. Senator Hare submitted for approval the *Faculty Manual* change regarding a Change to Senior Lecturer Description. Following discussion, vote was taken and proposed change passed with required two-thirds vote (Attachment E).

c. Alan Grubb asked for two-thirds vote (which he received) to bring a resolution to the floor of the Faculty Senate. He then submitted for approval and read aloud the Resolution in Honor and in Memory of Alan Schaffer, Professor Emeritus of History. Motion was seconded. Vote was taken and resolution passed unanimously followed by applause from the Faculty Senate (FS93-9-1 P) (Attachment F).

d. Senator Vander Mey responded to a question regarding the status of the faculty compensation study noting that it will be complete next week. It will be presented to the Budget Accountability Committee, the Executive/Advisory Committee, and then to the Faculty Senate.

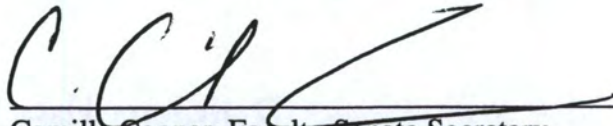
e. Senator Hare expressed concern that members of the Faculty Senate had been told by the Provost that she was going to send revised letters to lecturers, but that she had not. The issue of concern is that the administration is not support the *Faculty Manual*. Discussion followed.

8. Announcements:

a. Congratulations were offered to Deborah M. Switzer, Professor of Foundations and Special Education, Recipient of the Prince Award for Innovation in Teaching.

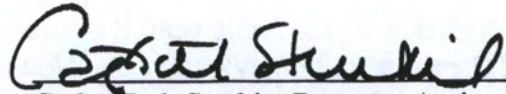
b. Secretary Camille Cooper reminded Senators to attend Student Senate meetings in an effort to continue our good working relationship with them.

9. Adjournment: President Linvill adjourned the meeting at 3:43 p.m.



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Camille Cooper, Faculty Senate Secretary



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Cathy Toth Sturkie, Program Assistant

Absent: N. Walker (C. White for), Syd Cross, T. Churan, G. Lickfield, E. Makram, J. Meriwether, D. Warner



# Quality Curriculum

## Raising the Bar

As we enter the 2003-04 academic year, it is time—and perhaps past time—for us to consider renewal of Clemson University's curricula. Nothing is more important to a university than its curricula; owned by the faculty, shaped by the faculty, and taught by the faculty. Curriculum is the stage where all the players—teaching, research, and service—come together to define a quality institution. Indeed, the intellectual environment at Clemson University is driven by its curricula.

We cannot let tradition, inertia, or existing infrastructure define our future and that of our students. The world has changed since the 1990s when most of us reworked our departmental course offerings. Technology has opened new doors beyond our classrooms and we must now guide our students to new understandings.

Our curricula should be built around a strong core of coursework and experiences. We refer to our current “core” as General Education—a 41 credit hour requirement completed by selecting from among 367 diverse courses. As we reconsider the role and structure of this General Education core, we must ask ourselves what knowledge and capabilities we want our students to take with them when they leave Clemson University. Can we define a core of expectations and learning outcomes for ALL students? At the same time, can we create the flexibility necessary for building quality discipline-based curricula around that core? This is our challenge for 2003-04!

## GENERAL EDUCATION

Our University Curriculum Committee worked for many long hours last year to revise our General Education curriculum. The committee defined six areas of competency (see attachment for details):

- Written and Oral Communication Skills
- Reasoning, Critical Thinking, and Problem Solving
- Scientific and Technological Literacy
- Social and Cross-cultural Awareness
- Art and Humanities
- Ethical Judgement



After considering these aspects of the General Education experience, the Curriculum Committee defined a 33 credit hour core for General Education as follows:

English Composition	3 hours
Advanced Writing	3
Oral Communications	3
Social Sciences	6
Arts and Humanities	6
Mathematics	3
Laboratory Science	4
Science and Technology in Society	3
Portfolio (it is recommended that a third hour be required by the discipline)	<u>2</u>
Total	33

The Curriculum Committee also identified existing courses that could be used to fulfill these requirements (see attachment for details).

### **The Faculty Approval Process**

According to the *Faculty Manual* (Part VII, Article IV, Section 3, p. vii-6) "The Curriculum Committee may initiate curricular proposals whose effects would be university-wide, but may not act upon such proposals until all collegiate faculties have had an opportunity to review and respond to them." However, if we return to a campus-wide discussion of General Education isolated from consideration of all other aspects of the curriculum (general education + free electives + discipline/departmental requirements) we will probably spend another long year in debate. Instead, I ask that each department and college consider General Education as part of the total curriculum picture as outlined below. We will then vote, by College, as to whether or not to accept the General Education core as outlined by the University Curriculum Committee. **I expect each College to submit its vote to the University Curriculum Committee by October 10.**

### **The Role of General Education**

I think we would all probably agree that students today must be globally aware. Many of our graduates will work for international companies in other countries or with individuals in other nations through the power of technology. Our students will not be able to read a newspaper or understand world events if they do not understand the politics, religions, cultures, and economics of Iran, Iraq, Africa, South America, China, Japan, etc. Understanding history and the relationships between industrialized and developing countries will be critical for our students' future success.

Our students must be able to communicate. Through writing, speaking, reading, and the arts, we communicate the human experience. Our students must be able to reason, articulate their thoughts, and persuade others. We must guide our students to explore their own cultural heritage



and to appreciate the many cultures that exist in the melting pot of America. They should recognize the importance of language and understand cultural differences in a historical context.

It is also important that our students understand how science works. They need to understand why scientists can never prove something is true—science is a constant search for evidence. They need to recognize the moral, ethical, and social implications of scientific work—how unraveling the mysteries of the genome, global warming, or star wars will transform our future. Students need to understand what data are—how data are collected and how they are used. Students will need to be able to assess risk by analyzing data and they must be able to use numbers and equations to express relationships.

*Note: These thoughts represent my own musings. They are not intended to be a directive to the faculty, simply a means to begin the conversation. I expect creativity, controversy, and compromise to occur on many fronts as we discuss General Education and curriculum in general. I see our work as exciting and critical to improving the academic quality of our undergraduate experience.*

### **Designing the General Education Core**

Before assigning existing courses to the proposed General Education core, it is my hope that each College will take the initiative to ask what students majoring in the disciplines of that college should really know and be able to do. Using existing courses for the sake of convenience or tradition may not be best for accomplishing our goals. Rather, we may need to create new courses and learning experiences that integrate information and skills from a variety of disciplines. This would better reflect the circumstances of our world today.

Our typical response to satisfying competency requirements (see list above) is to add courses rather than integrate those competencies throughout the curriculum. Ethical judgement, writing, reading, oral communication, critical thinking, cultural awareness, technology, scientific literacy, and mathematics should be cross-cutting elements, not only within our General Education core, but throughout all curricula.

In the proposed General Education core, a total of 12 hours are devoted to social sciences, arts, and humanities. Another nine have been assigned to oral and written communication and 10 are identified as science and technology. One might think in terms of three “buckets” of curriculum, adjusting balance or emphasis within the “core” by integrating course content and competencies. By adding coursework beyond the core, faculty in each discipline can further adjust or enhance the general education experience if desired. For instance, some debate still exists as to whether the content of “Science and Technology in Society (STS)” represents a science or a social science perspective. The content of this STS course can be defined by the faculty in a discipline, department, or college as the total curriculum for that unit is reviewed. It will also be possible for the unit to augment this requirement by the addition of another science or mathematics course, expanding the general education experience.

In addition to General Education course requirements, all students will be required to develop an electronic portfolio as a means to demonstrate their proficiency using technology and



to reflect on what they have learned. The electronic portfolio will allow students to report evidence of general education outcomes, proficiency in discipline-based requirements, career aspirations, and personal information. The Pearce Center for Professional Communication and Educational Technology Services have been piloting the electronic portfolio and a university-wide task force is being established to move this project forward. It is anticipated that one hour of pass/fail portfolio credit will be earned during the freshman year. A second credit will be awarded at the end of the junior year at which time General Education outcomes can be assessed. Individual departments may want to add credit hour requirements for the portfolio to include capstone experiences and to better prepare students for post-graduate life.

### **The Charge**

Each college, unhampered by “turf guarding” should consider what the General Education core should look like. Do you approve of the 33-hour core outlined by the University Curriculum Committee? After the colleges have voted whether or not to accept the proposed core, work will begin to design core course content. Do you want to use existing courses? Which ones? Do you want to do something new? Are there hours in the core that you recommend be substituted by discipline-based courses? Are these substitutions in keeping with the integrity of the core curriculum?

I encourage you to think creatively about how you want to deliver General Education coursework. You might want to consider team teaching within disciplines and even across colleges, courses composed of three four-week modules, or even clusters of courses that represent “area studies.” Consider the use of newspapers, cultural events, technology, and other non-text venues. Most important, be flexible in developing opportunities for students to learn.

A web-site will be constructed to describe ideas and course suggestions, or to post curriculum needs as well as courses that individuals or interdisciplinary teams of faculty are interested in offering. You should make sure to use this site during your deliberations.

General Education proposals from departments and colleges will be examined to identify common courses and new course requirements. The General Education Emphasis Area faculty will be reconvened to consider the scope and relevance of proposed offerings. The task of meeting teaching needs and determining faculty responsibilities will require administrative input. We will also need to examine our rewards system as we promote the scholarship of teaching. Our new General Education Core will offer faculty opportunities for research—defining and assessing learning outcomes—and for scholarship—bringing scholarly learning and thinking into the classroom, as well as publishing.

**I expect us to complete our work in General Education by December 2003.**

### **THE REST OF THE STORY**

Once General Education core offerings are established, departmental curricula will need to be built around the core.



The most difficult part of developing the curriculum within a discipline is finding a balance between depth and breadth, and between content and application. We want to capture our students' enthusiasm and engage them as active learners. Students should have opportunities for undergraduate research, study abroad, internships, co-op experiences, and service learning. They should experience collaborative work in which they learn to be team players, to listen, lead, and communicate their ideas and needs. They should engage in distance learning—a skill that will serve them life-long. They should have to present an original piece of work, explain it to peers, and publish it in a venue that will allow their thoughts and ideas to be shared with others.

To increase the depth and rigor of our classes and to raise expectations about how our students apply what they have learned, we must provide adequate time for students to engage in learning and for faculty to engage in new ways of teaching. For this reason, we will seek to establish curricula of 120 - 124 credit hours (including portfolio hours). This should give students more time to concentrate on required courses without worrying about "just filling in hours to graduate." In the context of "less is more," courses should become more rigorous and meaningful. Our curriculum renewal should raise the academic bar, at the same time providing students with quality time for learning and faculty with quality time to engage in translating their scholarly work into the classroom.

**Formerly, 10 hours of free electives were required in all curricula but this requirement will no longer be in force.** With the reduction in general education hours from 41 to 33 and the removal of 10 hours of free electives, many existing curricula will be reduced to 120 or fewer hours. Remember, however, the point of this curriculum renewal project is to examine the *entire* curriculum from the ground up—a zero-based curriculum study—asking what it is that students should know and be able to do. What are your expected learning outcomes? How can you integrate coursework and reduce repetition? How can you ensure that students write and speak more often in your courses? How can you thread writing and oral communication, mathematics, literature, or ethics throughout the curriculum so that exposure does not just occur in a single course?

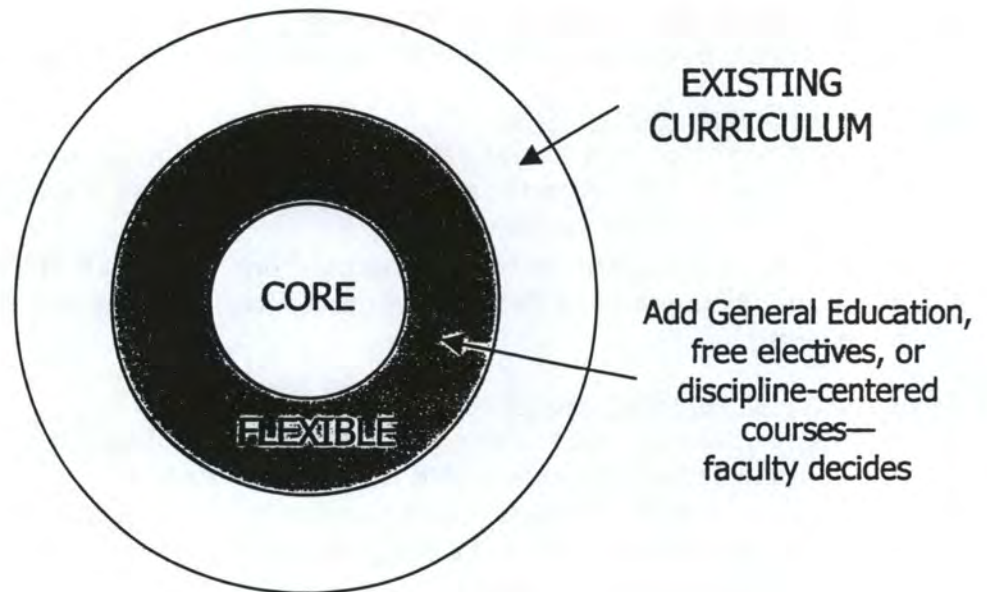
A 120-124 hour curriculum can be completed in four years if students take a minimum of 15 cr/semester. Students who desire to take more than 15 cr/hr/semester will be able to take elective courses of their own choosing at no extra cost. If a department so desires, free electives can be built into a 120-124 hour curriculum. Likewise, additional general education hours could be built into the curriculum instead of free electives. These could be clustered to direct students to a variety of experiences considered important by the relevant faculty.

### **The Curriculum Model**

In the diagram on the following page, we identify the General Education core of 33 hours surrounded by the rest of the presently required curriculum (the number of hours varying by discipline). Subtracting eight hours from the current General Education requirement, 10 free elective hours, and restructuring current requirements, produces flexible hours depicted as the circle (gray) around the core. Substitution of discipline based courses for core courses (if warranted) will also impact the number of available flexible hours. These flexible hours can be



used to augment General Education, offer free electives, or create new discipline-specific offerings.



For some special groups of students (e.g., ROTC or honors students), substitutions of programmatic course offerings may be possible within the General Education curriculum so that additional credit hour requirements can be met within a 120-124 hour framework.

**I hope that curriculum work within departments can be completed by May 1, 2004.** This is a demanding schedule, but with no deadline this undertaking could go on and on. Let's get it done. Approximately 41% of our faculty will retire between now and 2010. We cannot begin to define our new hires until we know what expertise is needed to teach our courses and deliver a Clemson education.

In all of our work during the 2003-04 academic year, think QUALITY. Be creative, allow for flexibility, overcome inertia, challenge traditions, and RAISE THE ACADEMIC BAR!



**ATTACHMENT 1****General Education Competencies  
February 21, 2003 modifications**

On February 14 and 21, 2003, the Undergraduate Curriculum Committee modified competencies that it had adopted on February 7, 2003.

**...A goal: to foster in the undergraduate students**

Through the General Education experience at Clemson University, undergraduate students will:

**Written & Oral Communication Skills**

1. Demonstrate effective communication skills<sup>1</sup> appropriate for topic, audience, and occasion.
2. Write coherent, well-supported and carefully edited essays and reports suitable for a range of different audiences and purposes.
3. Employ the full range of the writing process from rough draft to edited product.
4. Incorporate both print and electronic resources into speeches, presentations, and written documents.

**Reasoning, Critical Thinking, and Problem Solving**

1. Summarize, analyze, and evaluate fictional and non-fictional texts.
2. Differentiate deductive and inductive reasoning processes.
3. Acquire and analyze information to determine its quality and utility
4. Recognize parallels between and among disciplines and apply knowledge, skills, or abilities learned in one discipline to another.

**Scientific & Technological Literacy**

1. Demonstrate mathematical literacy through solving problems, communicating concepts, reasoning mathematically, and using mathematical or statistical methods and multiple representations.
2. Develop an understanding of the principles and theories of a natural<sup>2</sup> science and their applications.
3. Explain and apply the methodologies of a natural science in laboratory or experimental settings.
4. Apply information technologies to intellectual and professional development.
5. Understand the role of science and technology in society.

**Social & Cross-Cultural Awareness**

1. Develop an understanding of social science methodologies.
2. Explore the causes and consequences of human actions.
3. Develop an understanding of world cultures in historical and contemporary perspectives.
4. Recognize the importance of language in cultural contexts.

**Arts & Humanities**

1. Develop an understanding of the history and cultural contexts of the arts and humanities.
2. Examine the arts and humanities as expressions of the human experience.
3. Experience and evaluate productions of the performing and visual arts.

**Ethical Judgment**

1. Analyze the ethical dimensions of human endeavors.
2. Explore the historical and cultural foundations of ethical systems.

<sup>1</sup> Objective is primary focus on oral and written communication

<sup>2</sup> includes biological, physical



**ATTACHMENT 2**

**PROPOSED  
GENERAL EDUCATION  
May 30, 2003**

<b>English Composition</b> English 102 or 103	<b>3 Hours</b>
<b>Advanced Writing</b> (One course from a list of approved 3-hour courses or a cluster of approved courses by a specific major that together provides content in writing equivalent to a three-credit hour course)	<b>3 Hours</b>
<b>Oral Communications</b> (One course from a list of approved 3-hour courses or a cluster of approved courses by a specific major that together provides content in oral communications equivalent to a three-credit hour course)	<b>3 Hours</b>
<b>Portfolios</b> (Two one-hour courses.) A third hour of portfolio building should be required and be supervised by the department.	<b>2 Hours</b>
<b>Mathematical, Scientific and Technological Literacy</b> 1 Mathematics course to be selected by the majors 1 Course in a laboratory science to be selected by the majors 1 Course in Science and Technology in Society from a list of three-hour courses (to be provided).	<b>3 Hours 4 Hours 3 Hours</b>
<b>Social Sciences</b> AAS *301 ANTH *201 AP EC 202 CHS H202 COMM 365,369 CRD 257 ECON 200, 211, 212 GEOG 101, *103, 106, *340 HIST 101, 102, 122, *172, *173, *193, 300, 301, 302, 303, 304, 305, 307, 311, 312, 313, 314, 316, 318, 321, 322, 323, 324, 325, 327, 328, 329, 330, 333, 334, 337, *338, *339, *340, *341, *342, *351, *352, *353, *355, *361 *363, *370, *372, *373, *374, *375, *377, *378, *380, *381, *384, *385, *386, *387, 390, *391, 392, 393 PHIL 320, 327 PO SC 101, *102, *104, 301, 302, *363 PSYCH 201, 306 RS 301 SOC 201, 202	<b>6 Hours</b>



(To meet the Cross Cultural Awareness requirement of General Education, students must take one course from the list of Social Sciences and Humanities courses. These are marked with an asterisk.)

## Arts and Humanities

6 Hours

### COURSES (one from this list)

#### Literature

CHIN 201, 202  
 ENGL 202, 203, 204, 205, 206, 207, 208, 209, H210  
 FR 201, 202, 300\*  
 GER 201, 202, 301\*, 302\*  
 ITAL 201, 202, 301\*, 302\*, 400\*  
 JAPN 201, 202  
 PORT 202  
 REL 302  
 RUSS 202  
 SPAN 202, 303\*, 311\*

#### Other (one from this list)

AAH (101?), 210\*  
 CHIN 202  
 CHIN 499\*  
 CHS 203  
 COMM 365, 369  
 ENGL 350, 351, 353\*, 355, 356, 357, 380\*, 385, 386  
 GW 301  
 HUM 301, 302, 306, 309\*  
 MUS 210\*, 311, 312, 313, 324\*, 317  
 PHIL 101, 102, 103, 303, 304, 315, 316, 317, 318, 320, 323, 324,  
 325, 326, 327, 343, 344, 345  
 REL 101, 102\*, 301\*, 306\*, 307\*  
 THEA 210, 315\*, 316\*, 317\*  
 WS 301\*

(One course from a subset of the two areas' lists to fulfill the Cross Cultural Awareness is marked with an asterisk. The language 201 and 202 courses can only be used by B.S. majors.)

#### **Ethical Judgment**

Embedded in curriculum to be overseen by the Rutland Center for Ethics.

**Total**

**33 Hours**

## Scholastic Policies Report for Sept. 9, 2003 FS Meeting

Have not met since last Senate meeting.

Small update on electronic evaluation system. Nancy forwarded to me a couple of emails, 1 from Wickes Westcott & 1 from El Nault.

Details about the components and implementation of the electronic evaluation system are still being worked out. Wickes stated that the application would be on the web and thus accessible regardless of platform (myCLE, Blackboard, WebCT, etc.).

El's email noted that she planned to attend the next dept. chairs committee to brief them on the development & implementation of electronic course evaluation. She also stated that she'd be sending a letter to each chair requesting an electronic version of the departmental questions to be integrated into the form for each grad & undergrad class.

Use of the electronic evaluation system will be OPTIONAL this fall.

Any questions?

Next Scholastic Policies meeting will be Tuesday, September 16<sup>th</sup> @ 2:30 in Cooper Library's conference room



## Report of the Policy Committee

### September 9, 2003

The Policy Committee met September 2 in 205 Cooper Library (LL-3). A draft of the minutes may be found at:

<http://www.cs.clemson.edu/~ehare/Policy/MinutesSep2.html>

**Reappointment letters and Form 3:** Acting on a request from Dean Keinath, a change to Part IV, Section E. Annual Performance Evaluation, was approved. This change allows the use of the reappointment letter as part of the Form 3 annual evaluation .

**Senior Lecturer rank:** Acting on a suggestion from Provost Helms, the a change to the description of the rank of Senior Lecturer (Part III The Faculty, E. Special Faculty Ranks) was approved. This change allows more flexibility in making appointments at this rank.

**Sabbatical Applications:** The committee decided that departments needed flexibility in approval of sabbatical leave and did not recommend any changes.

**Provost Helms and Proposed FM Changes:** Provost Helms joined the meeting to discuss proposed FM changes. She gave the committee a list of approved FM changes and discussed her/deans' problems with three of the FM proposals.

**Evaluation of Academic Administrators:** After discussion with Provost Helms, the committee intends to revisit this section, increasing the size of the evaluation committee to seven by adding a representative of the staff and another elected faculty member.

**Positive recommendation for promotion resets PTR clock:** After discussion, Provost Helms agreed to approve this change to the *Faculty Manual*.

**Changes to PTR process:** After the committee agreed to two editorial changes to the process passed by the Senate, Provost Helms agreed to approve these changes to the *Faculty Manual*.

**Committee to select Alumni Professors and Endowed Chairs:** Provost Helms asked the Committee to recommend changes to the selection process for Alumni Professors and evaluation process for Endowed Chairs.

**Other:** The committee continues to work with Provost Helms on the problems associated with the letters/contracts given to some lecturers.

**Next meeting of the Policy Committee:**

Tuesday, September 23 at 3:30 p.m. in 205 Cooper Library (LL-3)

**Change to Annual Review**  
**Recommended by the Policy Committee**  
**September 9, 2003**

At the request of Dean Keinath the following addition to Part IV, Section E Annual Performance Evaluation (page iv-4), second paragraph , an addition to *Faculty Manual* was recommended:

"Early in the calendar year ... On the basis of material in these two forms, personal observations, and a second interview, the chair or director completes Evaluation Form 3, "evaluation of Academic Personnel" and forwards it to the dean. In the case of tenure-track faculty, the chair may attach the faculty member's most recent reappointment recommendation to the annual performance review (Form 3) and then complete the balance of the form, including evaluation of any accomplishments after the reappointment evaluation. Procedures are provided in the guidelines ... "

Approved by the Policy Committee: September 2, 2003

Approved by the Faculty Senate: September 9, 2003



**Change to Senior Lecturer Description**  
**Recommended by the Policy Committee**  
**September 9, 2003**

Change to the description of Senior Lecturer (Part III The Faculty, E. Special Faculty Ranks, page iii-5) in the *Faculty Manual*:

After six years of satisfactory performance a lecturer may be reclassified as a senior lecturer. Equivalent experience at Clemson, such as that obtained in a visiting position, may be counted. A department chair, with the concurrence of the department's advisory committee, may recommend an individual to the college dean who makes the appointment. Senior lecturers may be offered contracts ranging from one to three years with the requirement of one year's notice before termination. This rank is not available to faculty with greater than 50% administrative assignment.

Approved by the Policy Committee: September 2, 2003

Approved by the Faculty Senate: September 9, 2003

**RESOLUTION  
IN HONOR AND IN MEMORY OF  
ALAN SCHAFFER, PROFESSOR EMERITUS OF HISTORY**

**FS03-9-1 P**

Whereas, Alan Schaffer was a vital force on the campus of Clemson University in his positions as Head of the Department of History and Professor of History; and

Whereas, Professor Schaffer was instrumental in the establishment and expansion of African-American studies on the Clemson campus and the encouragement of diversity; and

Whereas, Professor Schaffer was the epitome of faculty governance and provided unstinted service to the University by serving two terms as a Faculty Senator, as a Grievance Counselor, as a member of the University Grievance Board, as Faculty Manual Editorial Consultant, and as Chair and member of various Faculty Senate Standing Committees; and

Whereas, Professor Schaffer served with great distinction as Faculty Senate President in 1993-1994; and

Whereas, Professor Schaffer constantly and consistently demonstrated his advocacy of the Faculty Senate; his strong belief in the protection of faculty; his support of academic freedom; and, in general, the tradition of faculty governance; and

Whereas, Professor Schaffer demonstrated once again his dedication to the Faculty Senate by establishing the (Alan Schaffer) Faculty Senate Endowment;

**Resolved,** That the Faculty Senate recognizes Professor Schaffer's many contributions to faculty and university interests and calls upon the present and future members of the Faculty Senate to pledge to continue his work through their own continued service to Clemson University and faculty governance.

Passed unanimously by the Faculty  
Senate on September 9, 2003.



MINUTES  
FACULTY SENATE MEETING  
OCTOBER 14, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:34 p.m. by President Dale Linvill and guests were recognized.

2. Approval of Minutes: The Faculty Senate Minutes dated September 9, 2003 were approved as distributed, as were the Academic Convocation Minutes dated August 19, 2003

3. "Free Speech": Secretary and Senator Camille Cooper spoke about President Barker's recent "Dear Clemson" letter regarding merit pay for faculty and lack of similar funds for staff and her hopes that the Administration would address the issue now rather than later.

4. Special Order of the Day: Debra Jackson, Assistant to the President and Associate Provost, presented information to the Senate regarding the electronic evaluation forms. This program debuted in Fall, 2003. Dr. Jackson demonstrated how faculty can add questions to the electronic form and how students can complete the instructor and course evaluation. Questions and answers were then exchanged.

5. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Pamela Dunston submitted and briefly described the Committee Report dated October 7, 2003 (Attachment A). Senator Dunston noted that a discussion will be held during the next Executive/Advisory Committee meeting about summer pay and asked for feedback from Senators.

2) Scholastic Policies Committee – Chair Peter Kiessler submitted and briefly explained the Committee Report dated October 14, 2003 (Attachment B).

3) Research Committee – Chair Roy Dodd stated that there was no report.

4) Finance Committee – No report.

5) Policy Committee – Chair Eleanor Hare submitted and briefly explained the Committee Report dated October 14, 2003 (Attachment C); noted that items will be brought under New Business; and asked for feedback regarding the annual performance evaluation (work-in-progress) (Attachment D). The next Policy Committee meeting will be at 3:00 p.m. on November 13<sup>th</sup>.



a. University Commissions and Committees:

1) Budget Accountability Committee – Senator Brenda Vander Mey, Chair, stated that the main issue for this year is to work with Thornton Kirby and Lawrence Nichols to create a philosophy on compensation and submitted the Committee Report dated September 18, 2003 (Attachment E).

2) Athletic Council – Senator Fran McGuire announced that the Athletic Council now has a website which includes the names of its membership and various subcommittee members.

3) ad hoc Committee on Administrative Practices – Senator Kiessler, Chair, noted that this Committee was established to look at hiring and restructuring practices by the administration with no faculty input. Senators Connie Lee and Brenda Vander Mey also serve on this Committee. It was noted that there is a difference between academic and non-academic positions. Senator Kiessler stressed to the Senate that it is important that information be forwarded to him for this Committee to address.

6. President's Report: President Linvill:

a. met with the past presidents of the Faculty Senate, the President, and the Provost during which a good discussion on education was held. It was mentioned that we will have a surcharge from athletics to go to academics with a potential of making \$150,000 a year for academics.

b. informed the Senate that President Barker has met with Extension personnel to talk about problems with PSA. President Barker has also met with legislators.

c. met with President Barker and Provost Helms regarding curriculum and dollars.

d. has received the enrollment report from the Athletic Council. Upon request, he will share it with interested senators.

e. informed the Senate that the Athletic Council has created a development policy on study abroad to attract more students from out-of-state.

f. stated that technical schools are coming to us to develop curriculum.

g. noted interesting articles that have been published recently regarding marks of excellence and the reconstruction of the president's room and funding.

h. he attended a meeting regarding the the freshman year which was interesting. CU 101 was discussed at length as was the issue of not holding Greek rush during the first week of school.

i. has been speaking with Bonnie Holaday. about a philosophy for distance education in the graduate program and quality control which will be forwarded to the Scholastic Policies Committee.

j. Bonnie Holaday needs thirty-three faculty members to help review the graduate programs. Interested faculty are to contact Dr. Holaday.

k. plans are being made for the groundbreaking of the Auto Research Park.

l. the ACC has invited Boston College to join its ranks.



7. Old Business: None

8. New Business:

a. On behalf of the Budget Accountability Committee, Senator Vander Mey presented and submitted for acceptance a power point presentation on the Faculty Compensation Survey 2003. Motion was seconded. Discussion followed which included answers to questions raised. Senator Vander Mey was praised and applauded for her efforts to conduct this important survey. Vote to accept Report was taken and passed unanimously (Attachment F).

b. Senator Hare received two-thirds vote to bring the issue of the Inclusion of Staff in Committee to Evaluate Academic Administrators to the floor. Following an explanation of the issue, vote was taken and passed (Attachment G).

c. Senator Hare received two-thirds vote to bring the issue of the Selection Procedure for Alumni (Distinguished) Professors to the floor. Following an explanation of the issue, vote was taken and passed unanimously (Attachment H).

9. Announcements:


a. President Linvill reminded the Senators that the Class of '39 nominations are due to the Faculty Senate Office on October 21, 2003.

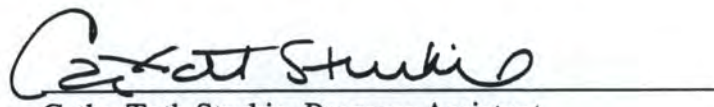
b. President Linvill informed the Senate that difficulties are being experienced regarding the noise level at Amphitheatre events.

c. Senator Alan Grubb announced that he will discuss the Healthy Communities Report with President Barker and Scott Ludlow on October 29, 2003.

d. Secretary Camille Cooper submitted a memorandum dated October 13, 2003 regarding the Council on Undergraduate Studies and asked the Senate for any suggestions to streamline the Council structure (Attachment I).

10. Adjournment: President Linvill adjourned the meeting at 4:24 p.m.

  
Camille Cooper, Faculty Senate Secretary

  
Cathy Toth Sturkie, Program Assistant

Absent: B. Kunkel (C. White for), G. Zehnder (F. Barron for), D. Winchell, T. Churan, S. Bhaduri, G. Lickfield, D. Warner



## **Welfare Committee Meeting**

Tuesday, October 7, 2003

Present: Connie Lee, Sarit Bhaduri, Tony Cawthon, Pamela Dunston

Absent: Tom Straka

### **Merit Pay and Gender Equity**

Senator Lee reported that she had discussed the issue with Cathy Bell and Brenda Vander Mey of the Women's Commission to determine what has been accomplished and what needs to be done. Senator Lee learned that Dave Flemming's office is running statistical data related to this issue but the questions being investigated are unknown. Senator Lee reported that Thornton Kirby believes a philosophy of compensation should be in place before equity studies related to merit pay are conducted. Individuals responsible for developing the philosophy and a completion date are unknown. Senator Dunston reminded the committee of her meeting with Provost Helms last spring concerning this matter and the Provost's support in pursuing the issue. Provost Helms provided several suggestions for setting up a multiple regression analysis of existing employee data related to pay in general and merit pay specifically. Dunston will provide Senator Lee with notes from this meeting.

### **Access to Ombudsman's Office**

Senator Cawthon has set up a meeting with the Ombudsman to discuss who has access to his office. Senator Cawthon's report will be forthcoming.

### **Personal Liability Insurance**

Senator Cawthon is looking into the need for faculty members to carry personal liability insurance above and beyond that provided by the University.

### **Summer Pay**

The committee discussed whether the Welfare Committee or Policy Committee should investigate this matter. The issue concerns policies for paying faculty for low-enrollment summer classes, flat-rate pay per course, and the Provost's desire to remove the summer pay statement from the faculty manual. Dunston will discuss this with other committee chairs to determine which committee should take it up.

### **Class Size**

Senator Dunston expressed a concern over lack of funding to hire adjuncts and the potential risks of tremendous increases in class size. Rather than providing several sections of a course taught by adjuncts, administrators may choose to increase the number of students per section thus reducing the professor's effectiveness and increasing the workload. Senator Dunston consulted Senator Hare about the matter. Senator Hare suggests the Scholastic Policies Committees take up the topic.

### **Course Evaluations**

Factors related to evaluating on-line courses and how the evaluations will be conducted and used was discussed. The committee decided to seek clarification on what needs to be investigated.



## Scholastic Policies Report 10/14

The scholastic policies committee met on Tuesday October <sup>7</sup>~~14~~ at 2:30. The following issues were discussed.

(1)  $\pm$ -grading

The pilot study on  $\pm$ -grading is in its second year. The data from the first year of the study is now available. The committee is working with the student representatives towards making a recommendation to the senate based on the study. While the decision to adopt the policy is the Provost's, it is important that the decision have faculty support.

(2) Curriculum Issue

It brought to the committee that curriculum was brought to the Graduate Curriculum Committee without first being approved at the appropriate College Level. I spoke to Jerry Reel briefly and he pointed out an example of a program whose curriculum goes directly to the University committee bypassing the college committee. The program is Environmental Science and Policy and it does have its own courses.

(3) New General Education Requirements

The following issue was raised with respect to the new general education requirements. Would students needing to take Eng 101 and MthSc 105 still be able to receive Va benefits? While these courses may not be required they are still prerequisites for required courses and students will still be able to receive their benefits. There are other issues that need to be resolved such as courses that count towards a curriculum in terms of eligibility of student athletes.



# **Report of the Policy Committee**

**October 14, 2003**

**205 Cooper Library (LL-3)**

The Policy Committee met September 23 and October 7 in 205 Cooper Library (LL-3).

**Evaluation of Academic Administrators.** In response to a request from Dexter Hawkins, President of the Classified Staff Senate, the Policy Committee proposed changes to the committee to evaluate academic administrators that would include a representative of the classified staff. This revision was approved by the Faculty Senate, but returned to us by the Provost because it did not allow the immediate supervisor to appoint a member -- an appointment frequently used to insure diversity.

Provost Helms agreed that the committee could be enlarged in order to include staff representation and ensure that the majority remain elected faculty. When this proposal was presented at the Executive/Advisory Committee several deans expressed concern that small departments might have difficulty finding both staff and regular faculty. The current revision addresses those concerns.

**Selection of Alumni Professors.** Provost Helms requested that the Senate propose a change to the procedure for selection of Alumni Professors. She requested that the name of a single nominee be forwarded to her, rather than the names of two nominees. It was agreed that a change to a single nominee would require that the committee be enlarged. The revision suggested by the Policy Committee adds elected Alumni Professors from each college to the selection committee.

**Inclusion of Appendix C guidelines in FM.** The committee is continuing the task of incorporating the guidelines from Appendix C into Part IV. Personnel Practices, E. Annual Performance Evaluation, page iv-4. The current text does not include the use of FAS. Also, Form 1 and Form 2, as shown in Appendix C, are not the same as printed by FAS. The committee will be working with Wickes Westcott to work out a format for printing Form 1 from FAS that includes the signature lines. The committee also will ask the Provost to remind us of the original reason for changing the evaluation period from academic year to calendar year. Comments are requested.

**The next meeting of the Policy Committee will be Thursday, November 13 at 3:00 p.m. in 205 Cooper Library (old LL-3).**



## E. Annual Performance Evaluation, page iv-4

### WORK IN PROGRESS

The annual performance evaluation by the chair or director and evaluation by the faculty peer review committee shall be conducted on a calendar year basis. ~~i.e., the evaluation process shall begin~~ beginning in January for the preceding calendar year. These reviews must incorporate attention to "Best Practices for a Performance Review System for Faculty," Appendix G.

#### Establishment of Goals using Form 1:

By Wednesday of the third full week after classes begin in the spring<sup>1</sup> semester ~~Early in the calendar year, the faculty member enters his/her goals for the year in FAS.~~ By the end of the fifth full week the faculty member's assigned duties and objectives for that year are established by the chair or director in consultation with the faculty member; the percentage of effort necessary to carry out these duties and achieve the objectives is determined at the same time. using Evaluation Form 1, "Professional Goals and Duties" (in FAS) is used as a written record of these matters. Where there is a disagreement, the chair or director has the final responsibility to determine duties and objectives and to set the percentage distribution; a faculty member who disagrees may file a disclaimer and indicate his or her disagreement on Form 1. A signed, printed copy of Form 1 will be placed in each faculty member's personnel file. These goals are frozen for the university after the seventh full week of classes.

If a revision of goals is required because of a significant change in workload or in response to input from the dean or chair, revised goals for the fall<sup>1</sup> semester may be entered by the end of the first full week of the semester. Revised goals must be agreed to by the department chair or director. Disagreement is handled as in the same manner as in the spring<sup>1</sup>. If goals are revised, a signed, printed copy of the new Form 1 will be added to the faculty member's personnel file.

#### Statement of Accomplishments using FAS and Form 2:



~~Near the end of the calendar year,~~ By Wednesday of the second full week of classes in the spring<sup>1</sup> semester, ~~the~~ each faculty member completes Evaluation Form 2, "Annual Report of Professional Accomplishments" and submits it to the chair or director. Form 2 is actually a cover sheet for a narrative report, the format of which is left to the discretion of individual colleges, schools, or departments. While this report will, in most cases, correspond to the duties and objectives laid out in Form 1, faculty need to record the fullest account of yearly activity, especially concerning matters that might not otherwise come to the attention of the chair or director. Accomplishments not listed as objectives on Form 1 should be clearly identified as such. This annual report is restricted to activities related to the faculty member's professional responsibilities.

#### Annual Faculty Evaluation using Form 3:

On the basis of material in these two forms, personal observations, and a second interview, the chair or director completes Evaluation Form 3, "Evaluation of Academic Personnel" and forwards it to the dean by Wednesday of the third full week of classes in the spring<sup>1</sup> semester. [In the case of tenure-track faculty, the chair may attach the faculty member's most recent reappointment recommendation to the annual performance review (Form 3) and then complete the balance of the form, including evaluation of any accomplishments after the reappointment evaluation.]

In addition to a narrative evaluation, Form 3 calls for a "Total Performance Rating," a six-step scale ranging from "excellent" to "unsatisfactory." After completing and signing Form 3, a copy goes to the faculty member who signs it and returns it to the chair or director. Signing this form does not imply agreement with the evaluation and the faculty member has the right to file a disclaimer to the chair's or director's evaluation within ten days of its receipt.

After ten days, the chair or director forwards Forms 1, 2, and 3.



including any attachments and disclaimers, to the dean. The chair or director is expressly prohibited from forwarding to the dean any material that was not seen by the faculty member during the evaluation process. After receiving the evaluation package, the dean has two weeks in which to read, sign, comment on the faculty member's performance and the chair's or director's evaluation, and return the package. Finally, a copy of Form 3 must go to the faculty member who will read, sign, and return the form to the chair or director. The faculty member's signature does not imply agreement and a disclaimer to the dean's evaluation can be filed within ten days of receipt. Any annual evaluation to which a disclaimer has been filed must be forwarded to the Provost for information before being returned to the dean's office, to the chair's office, and, finally, to the faculty member. Procedures are provided in the guidelines (see Appendix C) for disclaimers by the faculty member at any stage of the evaluation process. If any disclaimer is filed, the dean will investigate the matter and mediate if possible. If the matter cannot be resolved, the material shall be forwarded to the Provost for further review.

Form 3, including all supporting documents, is an official document useful in faculty development and providing important information for decisions concerning reappointment, promotion, tenure, and salary. It becomes a part of the faculty member's permanent, confidential file retained by each college dean. The faculty member has the right of full disclosure of his/her confidential file.

In departments or schools with four or more faculty, excluding the chair or director, a ~~any~~ faculty member may request and receive in a timely fashion a ~~summary~~ report on how the six categories of the "total performance rating" were distributed among his/her colleagues, of the range of evaluations within a department or school, i.e., how many the number rated "excellent," "very good," etc. If Where there are sufficient numbers of faculty so that confidentiality can be maintained, a more precise distribution appropriate to the rank and tenure status of the inquiring faculty member will be reported. the report may be by faculty rank.

<sup>1</sup> calendar year evaluation

[ Text approved by Senate, but not yet approved by administration. ]



**BUDGET ACCOUNTABILITY COMMITTEE  
CLEMSON UNIVERSITY FACULTY SENATE  
NOTES OF MEETING, SEPTEMBER 18, 2003  
9:00- ~11:00 A.M., 110 BRACKETT HALL**

**PRESENT:** CATHY BELL; DORIS HELMS; THORNTON KIRBY; BETH KUNKLE; DALE  
LINVILL; LAWRENCE NICHOLS; JESSYNA McDONALD; MARY ANN PRATER,  
BRENDA VANDER MEY; CATHERINE WATT

- I. STATUS OF SALARY EQUITY STUDY  
-DISCUSSION CONTINUES; DAVID FLEMING IS CONDUCTING SOME  
ANALYSES.
- II. FACULTY COMPENSATION REPORT  
-BEING FINALIZED; DRAFT TO BE OUT TO COMMITTEE ASAP.
- III. PHILOSOPHY OF COMPENSATION  
-TO BE THE PRIMARY FOCUS OF WORK THIS YEAR; TO CULMINATE IN A  
WHITE PAPER.
- IV. CU BUDGET DOCUMENT, FY 2003-2004  
-WAS REVIEWED. NO COMMENTS. DOCUMENT IS AVAILABLE ON THE WEB.
- V. REHIRING OF RETIRED FACULTY & STAFF  
-CONCERNED OR INTERESTED PERSONS CAN DIRECT SPECIFIC INQUIRIES  
(CASES) TO THE BAC FOR PURSUIT.

*Respectfully submitted, Brenda J. Vander Mey, Chair.*



## Faculty Compensation Survey 2003

- Report by the Budget Accountability Committee
- Faculty Senate, Clemson University
- Clemson, SC, USA
- Fall 2003
- Presented to CU Faculty Senate;  
October 14, 2003

## Background

- Performance-based pay raises were given in early Fall 2002
- BAC approved by Faculty Senate to conduct survey of faculty opinions re the pay raise processes, procedures, perceptions of adherence to guidelines etc, in late Fall 2002
- Survey was released January 2003



## Instrument

Survey Instrument used to assess:

- Faculty approval/disapproval of criteria & procedures;
- Guidelines;
- Adherence to guidelines;
- Appropriateness of communication,
- Timelines;
- Self-nomination;
- Other options for faculty compensation; and;
- Issues for those who did and did not self-nominate

## Release and Response Rate

- Survey was sent January 2003
- Surveys were accepted through first week of February
- Two reminder/thank you e-mails sent in between
- Response rate was 31.4%
  - 478 returned/1510 released; 474 usable



## Ratings

- Appropriateness
  - 1=Very Inappropriate to 5=Very Appropriate
- Approval
  - 1=Strongly Disapprove to 5=Strongly Approve
- Agreement
  - 1=Strongly Disagree to 5=Strongly Agree

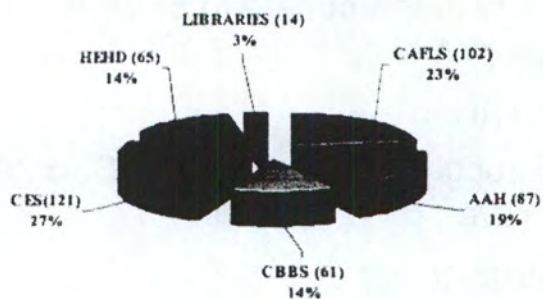
## Note re Status Designation

- Faculty = those who marked that they were faculty
- Admin= those who marked that they were chairs, school directors, assistant or associate deans
- Dean (full level) were not eligible for pay raises in this performance-based pay raise offering



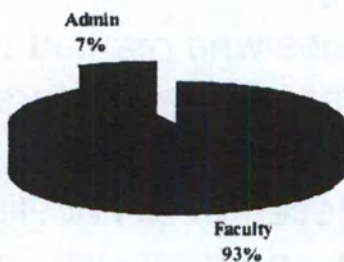
## Who Participated? By College

Figure 1. College of Primary Appointment of Respondents, n=450.



## Who Participated? By Status

Status of Participants, Faculty Compensation Survey 2003.





## Summary of Appropriateness of Criteria by College

### ■ Not Significant:

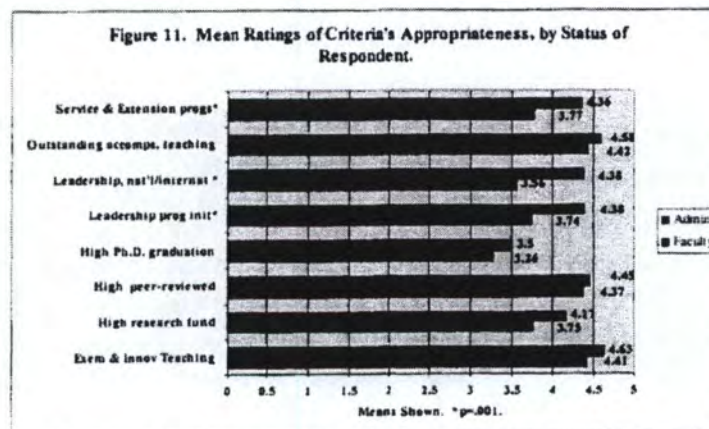
- Exemplary & Innovative Teaching; Leadership of CU Initiative; Leadership Nat'l & Internat'l Societies; Outstanding Accomps in Teaching/Research/Service

### ■ Significant:

- High Level Research Funding (CES & CBBS, 4.02; AAH, 3.33); High Level Peer Reviewed Scholarship (CBBS, 4.64; CES, 4.54; AAH, 4.24); High Ph.D. Graduation Productivity (CES, 3.53; AAH 2.74); Exemp & Innov Extension Progs (CAFLS, 4.16; CES, 3.40)

## Appropriateness Ratings of Criteria, by Status

Figure 11. Mean Ratings of Criteria's Appropriateness, by Status of Respondent.



## Approval of Guidelines, by College

### ■ Not Significant

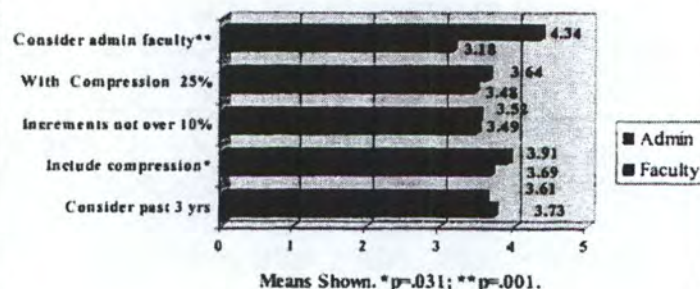
- Using last 3 years' performance; Salary Increments + Compression Limited to 25%; Admin Faculty to be Considered for Performance Raises

### ■ Significant

- Including performance increments and/or compression (CBBS, 4.0; HEHD, 3.46); Limit performance increments to 10% (CAFLS, 3.76; CBBS, 3.08);

## Approval of Guidelines, by Status

Figure 17. Approval of Guidelines, by Status.





## Agreement on Adherence to Guidelines, by College

### ■ Not Significant

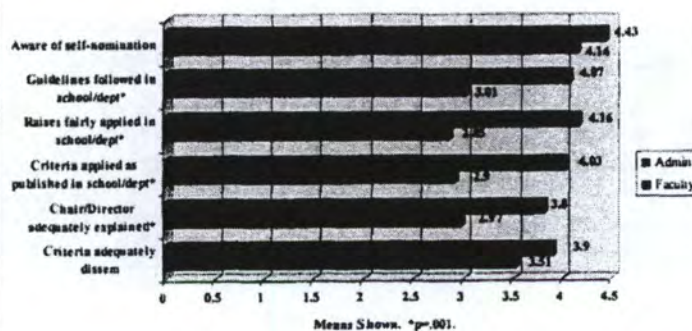
- Char/Director adequately explained criteria; Criteria applied as published (low means in all colleges); Criteria were fairly applied (low means in all colleges); Guidelines followed as published (low to mid means in all colleges)

### ■ Significant

- Adequately disseminated to faculty (CAFLS, 3.82; AAH, 3.18); Aware that faculty had to self-nominate (CAFLS, 4.58; CES, 3.93)

## Agreement on Adherence to Guidelines, by Status

Figure 24. Perceptions of Adherence to Guidelines, by Status.



## Appropriateness of Communication, by College

### ■ Not Significant

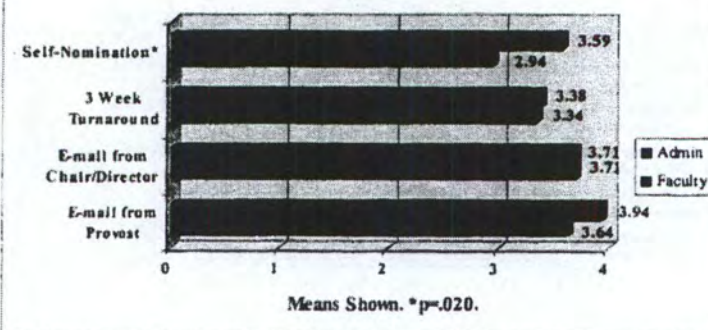
- Provost sending info only by E-mail;

### ■ Significant

- Chair/Director sending info only by E-mail (CBBS, 4.3; HEHD & CAFLS, 3.6); 3-week turnaround (CBBS, 3.8; HEHD, 2.92); Self-Nomination (HEHD, 3.48; CES, 2.37)

## Appropriateness of Communication, by Status

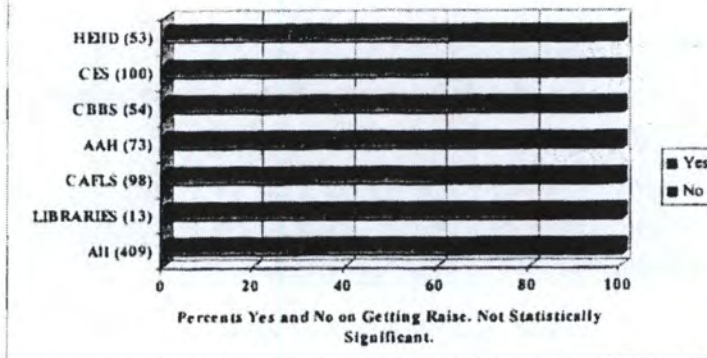
Figure 29. Appropriateness of Communication About Raises, by Status.





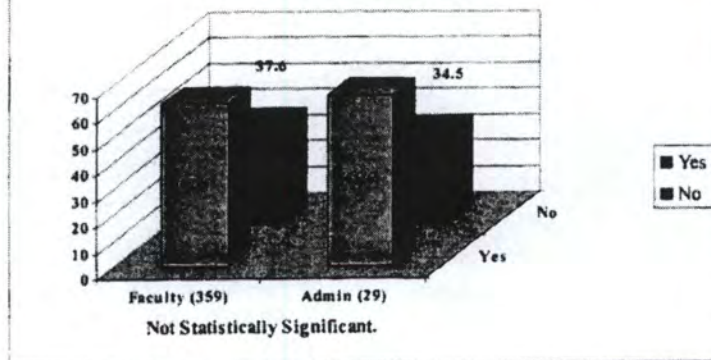
## Who Got Raises? By College

Figure 38. Raise Getting, by College.



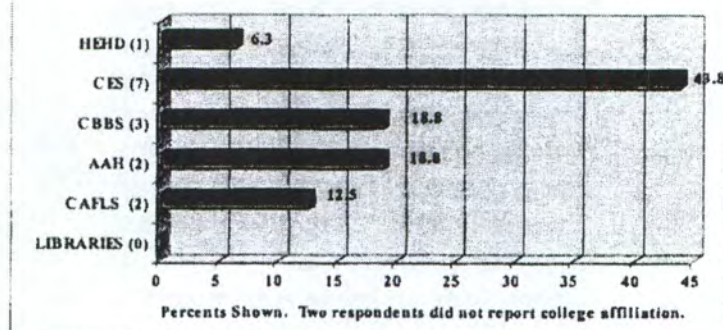
## Raise Getting by Status

Figure 39. Raise Getting, by Status.



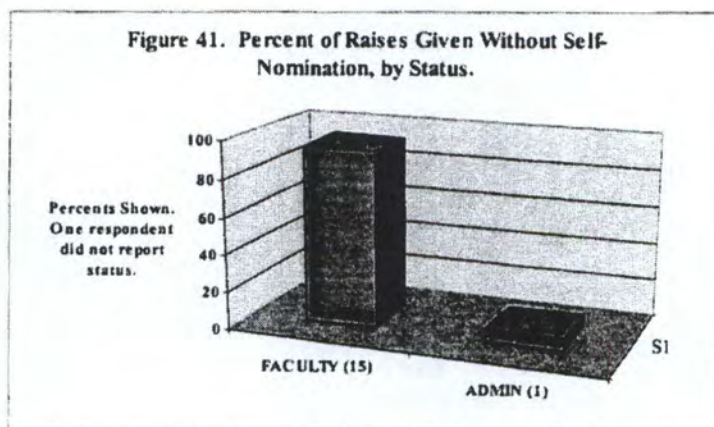
## Raise Getting: Self-Nominators and Not, by College

Figure 40. Percent of Raises Given Without Self-Nominating, by College.



## Raise Getting: Not Self-Nominating, by Status

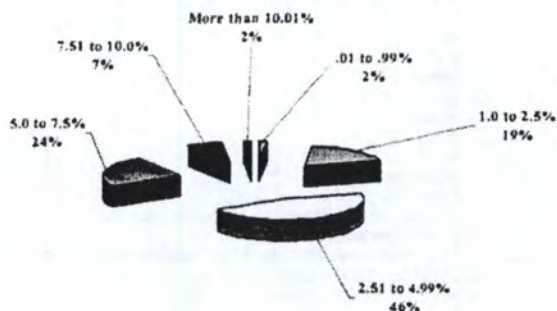
Figure 41. Percent of Raises Given Without Self-Nomination, by Status.





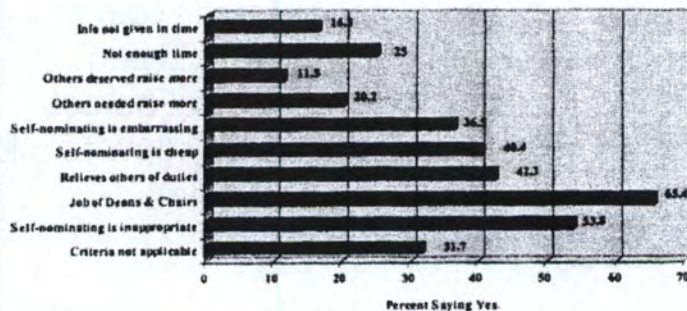
## Percents of Raises

Figure 43. Range of Raises Received, n=246.



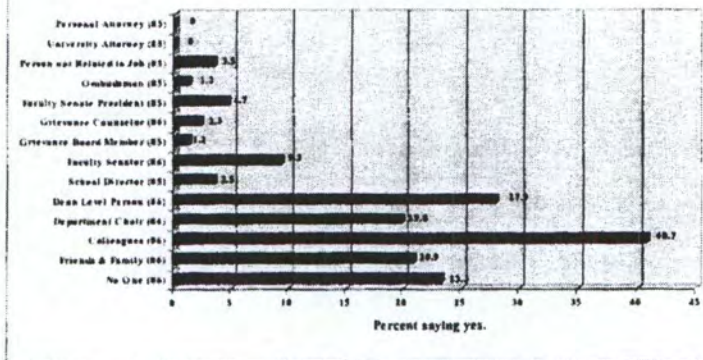
## Reasons for Not Self-Nominating

Figure 44. Reason(s) for Not Self-nominating, n=118.



## Person(s) with Whom Not Getting a Raise was Discussed

Figure 45. Person(s) with Whom Not Getting a Raise Was Discussed.



## Options for Rewarding Outstanding Faculty Performance

### ■ Not Significant

- Permanent performance raises (general approval); Permanent Cost of Living Raises (relatively high approval across colleges); Bonuses for Faculty (low to mid-range approval across colleges)

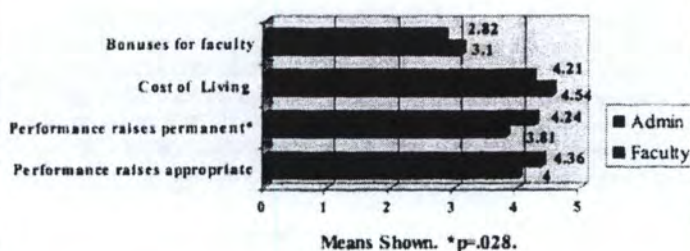
### ■ Significant

- Appropriate to have performance-based pay raises (CBBS, 4.41; AAH, 3.72)



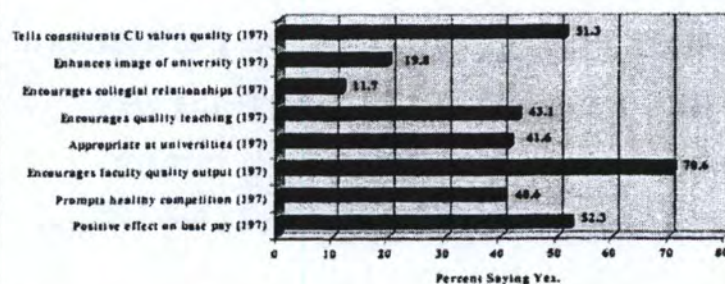
## Options for Rewarding Outstanding Faculty Performance, by Status

Figure 34. Options for Awarding Outstanding Performance, by Status.



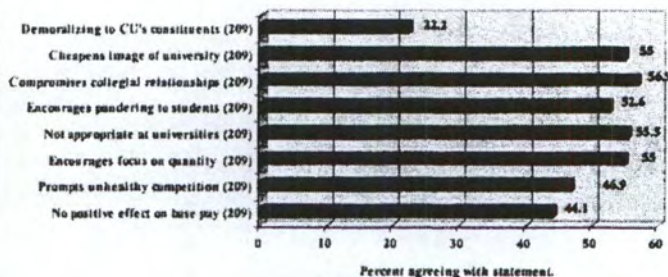
## Reasons to Support Bonuses for Faculty

Figure 35. Agreement on Statements re Bonuses.



## Reasons not to Support Bonuses for Faculty

Figure 37. Reasons for Not Supporting Bonus System for Faculty, n=209.



## Conclusions, 1 of 2

- Performance-based pay raises seen as appropriate
- General, though weak support for making performance raises permanent
- Bonus system not warmly received
- Need regular Cost of Living raises
- Other options: perquisites - free Fike use; football tickets; tuition waivers; fix salary compression; free parking; Other - unions; collective bargaining



## Conclusions, 2 of 2

- Some mixed ratings on criteria
- Questions re fairness of application of guidelines
- Questions re adherence to guidelines
- Questions re adequate explanations by Chairs/Directors
- These questions especially notable in AHH and HEHD

## Suggestions

- If offered in the future, performance-based pay raise criteria need refinement and tailoring
- Oversight mechanisms are needed to ameliorate unfairness, inadequate adherence to guidelines
- Other options should be considered

## BAC Members & Resource Members

- **Budget Accountability Committee Members, 2002-03 & 2003-04:** Darryl Guffey; Dexter Hawkins, Doris Helms, Elizabeth Kunkel, Phil Landreth, Dale Linvill, Mary Ann Prater, Doug Rippy, and Brenda Vander Mey
- **Committee Resource Members:** Catherine Bell, David Fleming, Thornton Kirby, Jessyna McDonald, Lawrence Nichols, and Catherine Watt

## Thanks To

- Cathy T. Sturkie, Missy Nail, Pauline "Poppy" Parker, Kelly L. Hicks, Blythe Scott, Sissy McKee, and the CATI Lab



## Comments/Inquiries?

- Dr. Brenda J. Vander Mey, Dept. of Sociology,  
Brackett 132, Box 341356, Clemson University,  
Clemson, SC 29634-1356. Tel:  
864.656.3821; E-mail: [vanmey@clemson.edu](mailto:vanmey@clemson.edu)

**Inclusion of Staff in Committee to Evaluate Academic Administrators**  
**Recommended by the Policy Committee**  
**October 14, 2003**

The following policy adds a representative of the classified staff to the committee to evaluate academic administrators. In order that the majority of the committee be elected faculty, the size of the committee is increased by two members. This policy is found in the *Faculty Manual* in Part II, The University's History and Administrative Structure, L. Review of Academic Administrators, paragraph 3, page ii-8.

"Each administrator evaluation committee shall consist of ~~5~~ seven members, selected as follows:

- a) For a department chair, ~~three~~ four members of the committee shall be selected from the regular faculty of the department by vote of the regular faculty in the department. If a department has fewer than four regular faculty, the regular faculty shall elect regular faculty from related units to ensure four elected faculty.

For evaluation of deans and other administrators, each academic unit within the college will nominate one ~~individual regular faculty member~~, chosen by election within the unit. ~~Three~~ Four committee members shall be selected from this slate of nominees by vote of the regular faculty in the college.

- b) The ~~administrator under evaluation department chair and other administrators~~ shall choose ~~an additional~~ a member of the committee from the constituent group.
- c) ~~In addition, the~~ The immediate supervisor shall choose ~~an additional~~ a member of the committee from the constituent group.
- d) The classified staff of the academic unit (department, school, college, etc.) shall elect one of their number as their representative. If no staff representative can be elected, such as might occur in a small department if no person agrees to be nominated, the committee will consist of the six members described above.

This committee procedure shall not preclude any faculty or staff member in the constituent group from providing advice directly to the immediate supervisor. In all instances the administrator evaluation committee will provide a written summary of faculty or staff opinion as solicited by the approved Clemson University form. As part of the review process, department chairs and collegiate deans will supply the reviewing committee with the following materials: a plan for personal professional growth; a vision statement for the unit's future; a summary of activities and accomplishments including research, teaching and public service since the last review; and a roster of six references outside the unit ~~upon whom the committee could call~~ may contact for professional perspective."



## Selection Procedure for Alumni Professors Recommended by the Policy Committee October 14, 2003

The procedure for the selection of Alumni Professors is found in Part III. The Faculty. E. Endowed Chairs and Titled Professorships, page iii-5, of the *Faculty Manual*. Provost Helms requested that the Senate propose a change to this procedure that would forward the name of a single nominee to her, rather than the names of two nominees. She agreed that this change would involve enlarging the selection committee. The Policy Committee recommends the following:

"According to a policy adopted on July 17, 1981, by the Board of Trustees, those appointed to endowed chairs and titled professorships must be selected by members of the academic community. Because of the university-wide importance of such a position there must be representation on the search-and-screening committee from a college other than the one to which the chair or titled professorship is assigned. In all cases nominations of candidates for the position shall be openly and publicly solicited.

"For selection of alumni distinguished professors, each college elects an advisory committee with representatives from each department offering undergraduate courses. Each advisory committee forwards not more than three nominees for each vacancy to the dean, who forwards not more than two names for each vacancy to the ~~final~~ selection committee. ~~This committee, which is~~ composed of the collegiate deans and an Alumni Professor from each college, elected by the Alumni Professors. ~~chaired by the senior collegiate dean in terms of service as dean, The chair of the~~ committee is elected by the committee. The selection committee recommends at least two candidates a nominee for each vacancy to the Provost. The Provost forwards all documentation, along with any comments of his/her own, to the President for final selection. If the President so directs, the Provost asks the committee for additional nominations."



# Memorandum

**To:** Members of the Faculty Senate  
**From:** Camille Cooper  
**Date:** 10/13/2003  
**Re:** Council on Undergraduate Studies

---

I'm been appointed to a committee charged by Dr. Jerry Reel with looking at the structure and membership of the Council on Undergraduate Studies [CUS]. Below is the membership of the Council; it was put in place as stipulated in the Faculty Manual (see pages vi 2-3 in the Faculty Manual for descriptions) when Clemson went from 9 colleges to 5. Dr. Reel has asked our committee to suggest ways to streamline the Council because the current structure just isn't effective.

Please send any suggestions or comments to me at [cooper2@clemson.edu](mailto:cooper2@clemson.edu) or 656-0841.

## Academic Advising - 18 voting members

2 faculty members fr. each college (elected by college)  
 1 person w/advising interest/experience fr. each college (elected by college)  
 2 at-large members (appointed by Provost)  
 1 undergrad (appointed by president of Student Senate)  
 (ex-officio., non-vot.) 1 rep fr. office of undergrad studies

## Undergrad Curriculum Committee - 10 voting members

2 members fr. each college (chair of each coll. curric. comm. + 1 elected by coll. curric. comm.)  
 (non-vot.) 1 faculty fr. Libraries (elected fr. college)  
 (non-vot.) 1 undergrad (appointed by student body president)  
 (non-vot.) registrar  
 (non-vot.) Honors college director  
 (non-vot.) other members of the senior vice-provost's staff as needed

## Admissions Committee - 7 voting members

1 faculty member fr. each college (elected by college)  
 1 faculty member (chair of Scholastic Policies)  
 1 undergrad (chair of Stu. Sen. academic affairs comm.)  
 (non-vot.) dir. of undergrad admissions  
 (non-vot.) dir. of undergrad academic services  
 (non-vot.) dir. of housing



Continuing Enrollment Committee - 8 voting members

- 1 faculty member fr. each college (elected by college)
- 1 faculty member (chair of Scholastic Policies)
- 1 student (student chair of Minority Council)
- 1 student (appointed by student body president)
- (non-vot.) dir. of undergrad academic services

Calhoun Honors College Committee - 11 voting members

- 1 faculty member fr. each college (elected by college)
- 1 faculty member from the Faculty Senate (elected)
- 2 faculty members appointed by the dir. of the Honors College
- 1 student member of Dixon Fellows (elected by the Fellows)
- 1 student member of Calhoun Society (elected by the Society)
- 1 student (appointed by the dir. of the Honors College)
- (non-vot.) dir. of Honors College
- (non-vot.) assoc. dir. of Honors College
- (non-vot.) asst. dir. of Honors College

Scholarship and Awards Committee - 8 voting members

- 1 faculty member from each college and the Libraries (elected by college)
- 1 faculty member (chair of Scholastic Policies)
- 1 student (appointed by student body president)
- (non-vot.) dir. of financial aid
- (non-vot.) dir. of Honors College
- (non-vot.) dean of Student Life
- (non-vot.) dir. of admissions
- (non-vot.) registrar

Academic Integrity Committee - 20 voting members

- 2 tenured faculty fr. each college (elected by college)
- 2 students from each college (nominated by student body president & appointed by Provost)

Academic Grievance Committee - 28 voting members

- 3 faculty from each college (appointed by college deans)
- 12 students (nominated by student body president, appr. by Student Senate & appt. by Provost)
- dean of student life

MINUTES  
FACULTY SENATE MEETING  
NOVEMBER 11, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:32 p.m. by President Dale Linvill.

2. Class of '39 Award for Excellence: President Linvill appointed Senator Mark Smotherman to assist the Provost's designee, Jerry Reel, to count the ballots. The election of this year's recipient was then held by secret ballot.

3. Approval of Minutes: The Faculty Senate Minutes dated October 14, 2003 were approved as corrected.

4. "Free Speech": None

5. Special Orders of the Day: Bill D'Andrea, Senior Associate Athletic Director, spoke to the Senate about the Athletic Department's strategic plan; the partnership with faculty regarding the registration process; and advising of student athletes.

Cecil Huey, Faculty Representative to the NCAA, provided information regarding the recent conference expansion and noted its benefits.

Jeffrey McMillan, Faculty Senate Representative to the Coalition on Intercollegiate Athletics, informed the Senate of his recent experience at the AAUP's Fourth Annual Conference on Governance in Collaboration with the NCAA and the Coalition on Intercollegiate Athletics (Attachment A).

6. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Chair Pamela Dunston stated that this Committee met last week and discussed merit pay and summer pay. Information is forthcoming from the Office of Institutional Research and a letter will be forwarded to the deans and directors regarding summer pay. She and Tom Straka, Co-Chair, plan to meet with the Provost about the summer pay percentage that is in the *Faculty Manual*. Senator Tony Cawthon is conversing with Gordon Halfacre on ombuds issues.

2) Scholastic Policies Committee – Chair Peter Kiessler stated that this Committee met last week and discussed the issue of online courses.



3) Research Committee – Chair Roy Dodd noted that there is no Committee Report but that the Committee will meet next week.

4) Finance Committee – Chair Beth Kunkel stated that there was no report.

5) Policy Committee – Chair Eleanor Hare submitted the Committee Report dated November 11, 2003 (Attachment B) and stated that the Committee will meet on November 13, 2003. Items to be discussed include Appendix D to the *Faculty Manual* (regarding members of search committees and hiring procedures for administrators). Changes to the Annual Performance Evaluation procedures are being considered and input is requested (Attachment C). Wickes Westcott, from the Office of Institutional Research, and department chairs have been invited to attend the next Policy Committee to discuss possible changes. The Committee continues to address post-tenure review.

b. University Commissions and Committees:

1) Budget Accountability Committee – Chair Brenda Vander Mey submitted Committee Notes dated November, 2003 (Attachment D) and noted that the next meeting will be on December 5, 2003.

2) Academic Support Center Advisory Committee – Brenda Vander Mey provided a brief report on the impact of CU101 and other services of the Center.

3) ad hoc Committee on Professional Responsibilities – Alan Grubb noted that this Committee has been meeting; has drafted a statement; and is now working on procedures.

4) ad hoc Committee on Healthy Communities – Alan Grubb stated that he met with the President, Scott Ludlow, Joy Smith, Debra Jackson, and Almeda Jacks. The Report was well-received and is now in the process of implementation.

5) Environmental Committee – Senator Rudy Abramovitch was pleased to report that students have taken it upon themselves to clean up garbage following football games. They are thinking to expand this effort into a pilot program to alleviate this problem.

6) ad hoc Committee on Appointments of Administrators – Senator Kiessler reported that this Committee has received inquiries regarding improper screening. Senator Kiessler stated that as the Committee pursues this issue, they have been met with civility and cooperation in working with the administration. More information will be forthcoming.

7. President's Report: President Linvill reported that:

- a. a listing of Phi Beta Kappa faculty who were counted in our pursuit of a chapter is available from the Faculty Senate Office upon request.
- b. he met with the Provost regarding the lecturer problems.
- c. the University is not sure of the terminal degree status of seventy-two (72) faculty members.



- legitimate.
- d. noted concerns regarding PTR delays to determine if they are
  - e. faculty search guidelines are being worked on in order to save money.
  - f. Board of Trustees meetings are interesting. They have selected new gowns for themselves and new Ph.D. hoods.
  - g. President's Cabinet has discussed communications efforts such as Your Day and SCETV and noted that other programs are being developed.
  - h. Congressman DeMint will be on campus this week.
  - i. Angie Leidinger met with members of the House and Senate about the PSA program.
  - j. Human Resources and Access & Equity are working on search processes and procedures.
  - k. a copy of the Campus Safety Report will be in the Faculty Senate Office for those who would like to see it.
  - l. the Board of Trustees did approve the *Faculty* Manual proposed change regarding the probationary period extension. They also approved a fee structure change and changes to the Study Abroad program.
  - m. the Board of Trustees approved a Clemson University tartan.

8. Old Business: None

9. New Business: None

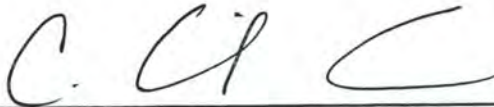
10. Announcements:

a. The Celebration hosted by the Faculty Senate honoring the Class of '39 will be held from 6:00 p.m.-8:00 p.m. on January 12, 2004 at the Madren Center.

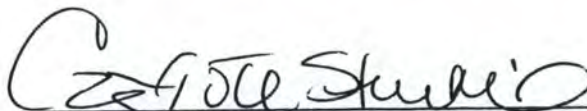
b. The ceremony honoring Kinly Sturkie, the 2003 Class of '39 Award for Excellence recipient, will be held at 10:00 a.m., Tuesday, January 13, 2004 at the Bell Tower Monument in the Carillon Garden.

c. A town hall meeting will be held tomorrow at 3:30 p.m. on ICAR.

11. Adjournment: President Linvill adjourned the meeting at 3:59 p.m.



Camille Cooper, Faculty Senate Secretary



Cathy Toth Sturkie, Program Assistant



Absent: N. Walker, J. Bertrand, S. Williams, T. Churan, C. Pury (R. Campbell for), G. Lickfield, D. Warner

## Faculty Senate Meeting - Nov 11, 2003

### The Coalition on Intercollegiate Athletics (COIA)

- Formed Dec 2002 to promote serious and comprehensive reform of intercollegiate sports, so as to preserve and enhance the contributions athletics can make to academic environments.
  - Works with American Association of University Professors (AAUP), the Association of Governing Boards (AGB) the group that represents trustee boards and the NCAA
  - Started by Big Ten Faculty Gov. leaders; Pac-10 followed up.
  - Bob Eno (Indiana University) & James Earl (University of Oregon)
  - Initial expansion was schools in the Bowl Championship Series conferences
  - First organization meeting was held in Chicago in Spring 2003
  - "A Frame for Comprehensive Athletics Reform" - Aug 2003
  - Second meeting was in conjunction with the AAUP. Oct 2003
- "Making Teamwork Work" AAUP's Fourth Annual conference on Governance in Collaboration with the NCAA and the Coalition on Intercollegiate Athletics.

**\*\* NCAA President Brand explained the role of the NCAA and spoke of the need of reform in intercollegiate athletics and the difficulties due to diverse range and goals for athletic programs.**

**\*\* COIA wants to stop the rapid commercialism of intercollegiate sports and the overemphasis of doing whatever it takes to promote what is seen as good for "Big-Time" sports programs (generally football & basketball)**

**\*\* Emphasized that faculty are "Stakeholders" in the University and need to step forward and lead when it comes to role of athletics and academics. Faculty need to ensure the integrity in the academic experience of college athletes.**

**\*\* Athletic Departments: the +/- of being Ancillary or Stand Alone**

**\*\* Athletic Policy Committees & Faculty Athletic Representatives**

- COIA want to increase participation of schools in Div I, II, & III

Jeffrey J. McMillan

Professor, School of Accountancy & Legal Studies

Faculty Fellow, Spiro Center for Entrepreneurial Leadership

Representative, Coalition on Intercollegiate Athletics



## Report from the Policy Committee

November 11, 2003

The Policy Committee will meet this Thursday, November 13, at 3:00 p.m. in 205 Cooper Library (LL-3).

Items currently being considered by the Policy Committee include:

**Appendix D** contains a form (CUFM-1001) designed to track the appointment process for academic administrators. This form lists the elected and appointed members of the search committee and includes signature lines for appointment. However, this form is not referenced in the body of the *Faculty Manual*. The committee will consider how/if to add text for this procedure.

The chair has contacted Provost Helms for information and assistance on the current routing of this process.

**Appendix C** contains Forms 1, 2, and 3, used in the annual evaluation of faculty. The *Faculty Manual* text which refers to annual evaluation (Part IV. Personnel Practices, E. Annual Performance Evaluation, page iv-4) has no reference to the Faculty Activity System (FAS). The Policy Committee has been working on rewording of Section IV-E and has distributed a draft to the Executive/Advisory Committee and to the deans in attendance at that meeting. The chair has met with Dr. Wickes Westcott to discuss the format of the forms that would be printed by FAS and Dr. Westcott will attend the next meeting of the Policy Committee to discuss possible formats.

A working draft of this document is included. The committee requests suggestions for changes.

The committee will continue work on the proposed changes to the **Post Tenure Review (PTR)** process. At present we are waiting for the deans' suggested revisions to be sent to us.



## E. Annual Performance Evaluation, page iv-4 WORK IN PROGRESS

The annual performance evaluation by the chair or director and evaluation by the faculty peer review committee shall be conducted on a calendar year basis. ~~i.e., the evaluation process shall begin~~ beginning in January for the preceding calendar year. These reviews must incorporate attention to "Best Practices for a Performance Review System for Faculty," Appendix G.

### Establishment of Goals using Form 1:

By Wednesday of the third full week after classes begin in the spring<sup>1</sup> semester ~~Early in the calendar year, the faculty member enters his/her goals for the year in FAS. By the end of the fifth full week the faculty member's assigned duties and objectives for that year are established by the chair or director in consultation with the faculty member; the percentage of effort necessary to carry out these duties and achieve the objectives is determined at the same time. using~~ Evaluation Form 1, "Professional Goals and Duties" (in FAS) is used as a written record of these matters. Where there is a disagreement, the chair or director has the final responsibility to determine duties and objectives and to set the percentage distribution; a faculty member who disagrees may file a disclaimer and indicate his or her disagreement on Form 1. A signed, printed copy of Form 1 will be placed in each faculty member's personnel file. These goals are frozen for the university after the seventh full week of classes.

If a revision of goals is required because of a significant change



in workload or in response to input from the dean or chair, revised goals for the fall<sup>1</sup> semester may be entered by the end of the first full week of the semester. Revised goals must be agreed to by the department chair or director. Disagreement is handled as in the same manner as in the spring<sup>1</sup>. If goals are revised, a signed, printed copy of the new Form 1 will be added to the faculty member's personnel file.

**Statement of Accomplishments using FAS and Form 2:**

Near the end of the calendar year, By Wednesday of the second full week of classes in the spring<sup>1</sup> semester, the each faculty member completes Evaluation Form 2, "Annual Report of Professional Accomplishments" and submits it to the chair or director. Form 2 is actually a cover sheet for a narrative report, the format of which is left to the discretion of individual colleges, schools, or departments. While this report will, in most cases, correspond to the duties and objectives laid out in Form 1, faculty need to record the fullest account of yearly activity, especially concerning matters that might not otherwise come to the attention of the chair or director. Accomplishments not listed as objectives on Form 1 should be clearly identified as such. This annual report is restricted to activities related to the faculty member's professional responsibilities.

**Annual Faculty Evaluation using Form 3:**

On the basis of material in these two forms, personal observations, and a second interview, the chair or director completes Evaluation



Form 3, "Evaluation of Academic Personnel" and forwards it to the dean by Wednesday of the third full week of classes in the spring<sup>1</sup> semester. [In the case of tenure-track faculty, the chair may attach the faculty member's most recent reappointment recommendation to the annual performance review (Form 3) and then complete the balance of the form, including evaluation of any accomplishments after the reappointment evaluation.]

In addition to a narrative evaluation, Form 3 calls for a "Total Performance Rating," a six-step scale ranging from "excellent" to "unsatisfactory." After completing and signing Form 3, a copy goes to the faculty member who signs it and returns it to the chair or director. Signing this form does not imply agreement with the evaluation and the faculty member has the right to file a disclaimer to the chair's or director's evaluation within ten days of its receipt.

After ten days, the chair or director forwards Forms 1, 2, and 3, including any attachments and disclaimers, to the dean. The chair or director is expressly prohibited from forwarding to the dean any material that was not seen by the faculty member during the evaluation process. After receiving the evaluation package, the dean has two weeks in which to read, sign, comment on the faculty member's performance and the chair's or director's evaluation, and return the package. Finally, a copy of Form 3 must go to the faculty member who will read, sign, and return the form to the chair or director. The faculty member's signature does not imply agreement and a disclaimer to the dean's evaluation can be filed within ten days of receipt. Any annual evaluation to which a



disclaimer has been filed must be forwarded to the Provost for information before being returned to the dean's office, to the chair's office, and, finally, to the faculty member. Procedures are provided in the guidelines (see Appendix C) for disclaimers by the faculty member at any stage of the evaluation process. If any disclaimer is filed, the dean will investigate the matter and mediate if possible. If the matter cannot be resolved, the material shall be forwarded to the Provost for further review.

Form 3, including all supporting documents, is an official document useful in faculty development and providing important information for decisions concerning reappointment, promotion, tenure, and salary. It becomes a part of the faculty member's permanent, confidential file retained by each college dean. The faculty member has the right of full disclosure of his/her confidential file.

In departments or schools with four or more faculty, excluding the chair or director, a ~~Any~~ faculty member may request and receive in a timely fashion a ~~summary~~ report on how the six categories of the "total performance rating" were distributed among his/her colleagues, of the range of evaluations within a department or school, i.e., how many ~~the number~~ rated "excellent," "very good," etc. ~~If~~ Where there are sufficient numbers of faculty so that confidentiality can be maintained, a more precise distribution appropriate to the rank and tenure status of the inquiring faculty member will be reported. the report may be by faculty rank.

<sup>1</sup> calendar year evaluation

[ Text approved by Senate, but not yet approved by administration. ]

**Notes from the Budget Accountability Committee  
November 2003**

- I. The next meeting of the BAC is being set at this time. Most likely, it will be held the morning of Friday, December 5, 2003.
- II. Lawrence Nichols has drafted the front piece for a Philosophy of Compensation. Dr. Vander Mey met with him about the white paper that is to be developed. They discussed the outline and contents. Vander Mey currently is drafting a brief overview of the current status of compensation in higher education to go with this paper. The BAC will meet in December and move forward with this white paper.
- III. A request was received asking that a report be compiled that contains the following information: a list of all classified and unclassified staff who have retired from Clemson University since June 2001, and who have been rehired at Clemson University, to include status and salary prior to retirement and status and financial compensation at any point(s) after retirement. The report is expected by late November 2003.
- IV. A query was received regarding whether the standard salary reports will be generated again this year. The answer is yes. Ideally, these will be complete by late November, pending the inclusion of the latest raises given to faculty.

Respectfully submitted,

*Brenda J. Vander Mey, Chair*



MINUTES  
FACULTY SENATE MEETING  
DECEMBER 9, 2003

1. Call to Order: The Faculty Senate Meeting was called to order at 2:34 p.m. by President Dale Linvill and guests were recognized.

2. Approval of Minutes: The Faculty Senate Minutes dated November 11, 2003 were approved as written.

3. "Free Speech": None

4. Committee Reports:

a. Senate Committees:

1) Welfare Committee – Co-Chair Tom Straka submitted and briefly described the December 6, 2003 Committee Report (Attachment A).

2) Scholastic Policies Committee – Chair Peter Kiessler informed the Senate that he had met with Paul Adams and Carla Rathbone about distance learning and related issues, such as academic integrity. The academic redemption policy went into effect this semester.

3) Research Committee – Chair Roy Dodd noted that this Committee is addressing two items: the definition of a principal investigator and who can serve as a PI. The Committee will also look at the issue of reduced tuition for graduate students who are on grants and contracts.

4) Finance Committee – Chair Beth Kunkel stated that the Committee is working with Brett Dalton to obtain information about funding mechanisms for various centers and institutions.

5) Policy Committee – Chair Eleanor Hare submitted the Committee Report dated December 9, 2003 (Attachment B); stated that the Committee will next meet on Thursday at 2:30 p.m.; and noted that she has received the Provost's comments on Post Tenure-Review.

b. University Commissions and Committees:

1) Budget Accountability Committee – Committee member Beth Kunkel noted that Committee met last Friday and stated that the Senate can expect to be able to access the salary report sometime at the end of this week or first of next week. Information regarding rehires and salary comparability will be disseminated in a couple of weeks. Committee continues to work with the Classified Staff Senate to



address a philosophy of compensation to be more than salary. Senator Brenda Vander Mey, Chair, submitted the Notes dated December, 2003 (Attachment C) and explained the individual items further.

2) Grievance Board – Beth Kunkel, Chair, reported that elections to the Grievance Board will be held at the January Faculty Senate meeting. Current or past Senators and Senate Alternates may notify Cathy Sturkie of their interest to serve.

5. President's Report: President Linvill reported that:

- a. we may need to look at the status of research faculty.
- b. paychecks will be directly deposited to reduce costs.
- c. as a member of the Search Committee for the selection of a Parking Director, he has been involved with interviews and stated that a consultant has been hired to prepare a review of parking at Clemson. The report will be shared when it is published.
- d. the evaluation system is being looked at; in particular, manners by which faculty with high advising loads can be rewarded.
- e. he has been involved in conversations about academic freedom in terms of a special topics course that is being offered and appropriate location of special topics courses in the curriculum.
- f. discussions are being held regarding how to take care of the second Ph.D. person in a family if that person is not hired by Clemson.
- g. a subcommittee of the Assessment Committee is receiving interesting information from students in service.
- h. he has spoken with the Provost about interdisciplinary programs – how degrees would be offered, how the curriculum would be approved, which department would grant the degree, etc.
- i. he has a copy of the Annual Compensation Report if Senators would like to look at it.
- j. the University Club will open soon for faculty and staff only. It will be operated by Chilis, Too and Aramark. President Linvill encouraged the support of Senators.

6. Old Business: None

7. New Business:

- a. Senator Hare submitted for approval the Inclusion of Appendix D into Part II, *Faculty Manual*. Following a brief explanation of the proposed inclusion, vote to accept was taken and passed unanimously (Attachment D).
- b. Senator Hare began a discussion on the academic year versus the calendar year and asked Senators for input to the Policy Committee as it considers possible *Faculty Manual* changes. Senator Hare then asked for a straw poll that starting in late August is better or if starting in January is better; how many Senators would like



to go back to have all material in by the end of March; or should issues be put in abeyance. Vote to put issues in abeyance was taken and passed unanimously.

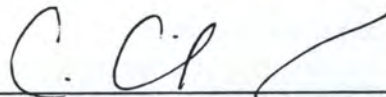
c. Senator Hare then noted that at the present time there is nothing in the *Faculty Manual* about an ombudsperson for staff. It was determined that this subject will be taken to the Executive/Advisory Committee later in December.

8. Announcements:

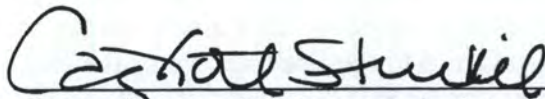
a. President Linvill reminded Senators of the Class of '39 Celebration to be held on Monday, January 12<sup>th</sup> from 6-8:00 p.m. at the Madren Center.

b. Senators were reminded of the Bell Tower Monument Ceremony honoring Kinly Sturkie at the Carillon Gardens on Tuesday, January 13<sup>th</sup> at 10:00 a.m.

9. Adjournment: President Linvill adjourned the meeting at 3:56 p.m.



Camille Cooper, Faculty Senate Secretary



Cathy Toth Sturkie, Program Assistant

Absent: D. Smith, W. Smathers, N. Walker, G. Zehnder, J. Bertrand, A. Grubb, F. Chamberlain, T. Churan (R. Campbell for), M. LaForge, M. Smotherman, E. Makram, J. Meriwether, D. Warner, . Cawthon (D. Thomason for), P. Dunston

**Welfare Committee Meeting  
Tuesday, December 6, 2003**

Present: Connie Lee, Sarit Bhaduri, Tony Cawthon, Tom Straka  
Absent: Pamela Dunston

Approved Minutes of last meeting as distributed by Senator Dunston.

**Merit Pay and Gender Equity**

Senator Lee has been in contact with Brenda Vander Mey of the Women's Commission and the Budget and Accountability Committee. At this time David Flemming's office is running statistical data on the issue. Senator Lee will have a report when she gets the results of the statistical analysis.

**Staff Access to Ombudsman's Office**

Senator Cawthon has discussed the issue with the Ombudsman. Right now access is limited to faculty, post-docs, and grad students. His office is "maxed out" and if staff were granted access additional staff would have to be hired. At this point, guidance from the executive committee is needed as to what they need from the Welfare committee. The issue needs to be resolved by the Executive Committee. We are at a dead end. The issue needs to be referred to the Staff Senate or the Executive Committee needs to define how they want us to proceed.

**Personal Liability Insurance**

Senator Cawthon reported that information has gathered shows it is a problem. However, various policies seem to be available (professional organizations, AAUP, personal, etc.). So a number of options exist. The university lawyer will be consulted and Sen. Cawthon will continue to evaluate options.

**Course Evaluation Data**

This item is on hold until Debby Jackson runs the data from Fall 2003.

**Summer Pay**

A letter will be sent to Deans and Directors asking for information. Dunston and Straka will take the matter up with the Provost.

**Librarian's Pay Raise**

The request did not include a majority of the signatures. This needs to be addressed by the Librarian faculty senator. A letter is being drafted.

Several committee members had a conflict with the scheduled Jan. 6, 2004 committee meeting. The committee voted to cancel the January meeting and not to reschedule it.



## **Report of the Policy Committee**

**December 9, 2003**

The Policy Committee met November 13, 2003, at 3:00 p.m. in 205 Cooper Library. The committee welcomed Bill Maker, chair of the Organization of Academic Department Chairs, Jim McCubbin, chair of the Psychology Department, and Wickes Westcott from Institutional Research, to discuss the revisions on the agenda.

### **Inclusion of Appendix C (annual evaluation) guidelines in FM.**

The committee has been working on changes to the *Faculty Manual*, Part IV. Personnel Practices, E. Annual Performance Evaluation (page iv-4) since early September. The primary reason for these changes is the need to incorporate use of the Faculty Activity System (FAS) into the text of the manual. Working from a draft originally proposed by Alan Schaffer, deadlines for different stages of the evaluation process are being included. The department chairs expressed concern that the draft document did not give sufficient time for evaluation of faculty in large departments, so the draft document was changed to allow department chairs a maximum of five weeks from the deadline for receiving Form 2 to complete the evaluation.

Wickes Westcott presented new versions of Form 1 and Form 2 in Appendix C. These had been requested by the committee. Changes suggested at the Executive/Advisory Committee will be examined at the next meeting of the committee.

### **Inclusion of Appendix D (for administrative appointments) in FM.**

A change to Part II-K of the *Faculty Manual* is needed in order to alert users that a form, CUFM-1001, exists for tracking the search and screening process. The committee recommends inclusion of the text distributed with the Senate meeting packet. The routing of form CUFM-1001 was discussed and the committee recommends having a copy of the completed form sent to the Faculty Senate office.

### **Annual year versus academic year evaluation of faculty.**

The committee requests a discussion of the possibility of doing the annual evaluation on an academic year basis, rather than a calendar year basis at this Senate meeting. The Organization of Academic Department Chairs has been asked to also discuss this topic.

### **Other.**

The committee intends to continue work on the proposed changes to post-tenure-review procedures, including suggestions from the deans.

**The next meeting of the Policy Committee will be December 11 at 2:30 p.m. in Library 205 (Thursday of exam week -- note time)**



**NOTES FROM THE BUDGET ACCOUNTABILITY COMMITTEE  
DECEMBER 2003**

The BAC met on Friday, December 5, 2003, 2:30-5:10 p.m. in Brackett 110. Present: Catherine Bell, Ronnie Chrestman, Brett Dalton, Beth Kunkel, Phil Landreth, Dale Linvill, Lawrence Nichols, Mary Ann Prater, Brenda Vander Mey, and Catherine Watt

**I. Work on a Philosophy of Compensation**

This is in process, with Lawrence Nichols (Director, Human Resources) in the lead, assisted by Brenda Vander Mey, Phil Landreth and members of the BAC. The front piece had been drafted. Data are being collected from all other land-grants, peers, and institutions rated above or equal to Clemson in the U.S. News & World Report re policies and procedures covering compensation and philosophies of compensation.

The goal is to have a Philosophy of Compensation approved and in place by July 1, 2004.

**II. Status of report on rehired retirees at Clemson University**

A draft was circulated during the meeting. A final report is expected within two weeks. Catherine Watt is chairing this effort.

**III. Status of work on annual salary reports**

The Fall 2003 Cooperative Salary will be online at the end of this week.  
<http://www.clemson.edu/oir/> The report will be formatted with bookmarks to facilitate movement to areas of interest. The annual salary reports are being edited and should be posted soon.

**IV. Staff Compensation Issues**

The general consensus was that the recent well-attended meetings of the Classified Staff Senate have helped foster greater focused attention on staff compensation needs and issues. Efforts are underway to find money to offset insurance premiums for staff, especially for those making \$25,000 or less. (No promises yet, but efforts are really underway) Lawrence Nichols has been collecting suggestions from staff on non-monetary compensation items (i.e., perquisites), and also their opinions on staff compensation.

**V. CBBS Issues**

Recently, faculty in CBBS were asked to either complete their FAS or else an annual report of accomplishments as per a form distributed from the College office. This was in response to a need to curtail expenditures next semester, and, ideally, generate some revenue.



What has happened in CBBS?

- It has been running a deficit for several years, one that no longer can not be worried about.
  - The deficit has been growing every year for the past several years.
  - Last year, the college borrowed \$1.3 million; expected to borrow \$1.8 million this year; if changes are not made immediately, the amount needed to borrow next year could be as high as \$2.4 million.
- CBBS needs more \$\$ for academics.
- CBBS majors and minors are more popular than originally anticipated.
- CBBS carries a heavy teaching service load.
  - The size of the faculty has not grown since the mid-1990s; and the cost of replacing faculty is rapidly increasing.
  - Non-majors enrolled in CBBS courses occupy 4,800 seats.
- Reorganization in the mid-1990s disserved this college, the effects of which have begun to be realized in the past few years.
  - For a while, the College included much of what is now HEHD.
    - When HEHD was created, funding priorities further disadvantaged CBBS.
  - Textiles and apparel were removed from CBBS, at a time when they were important revenue generators.
  - Professional Development was another good source of revenue, but it is no longer wealthy.

There are other matters involved in this situation, but the above statements help give some kind of framework for understanding what has happened in CBBS. In addition, it should be noted that each college at Clemson University is under-funded. It just so happens that CBBS is the most under-funded. Let us not become divisive on this issue. Ideally, we will all work together to garner 100% funding.

Respectfully submitted,

*Brenda J. Vander Mey*, Chair

Attachment: Talking points re BAC, provided by Catherine Watt. Some of the figures are derived from materials created by the SC State Employees Association.

## Inclusion of Appendix D into Part II, *Faculty Manual*

December 9, 2003

Appendix D of the *Faculty Manual* consists of Form CUFM-1001, which is used to track the appointment of academic administrators reporting, directly or indirectly, to the Provost. The policies for appointing search and screening committees were approved by the Board of Trustees in July, 1981. Provost Charles Jennett approved Form CUFM-1001 in May, 1993, for use "in concert with the search and appointment of academic administrators." **These proposed changes are needed to alert users of the *Faculty Manual* to the presence of Form CUFM-1001 in Appendix D, but make no changes to the actual procedures.**

In the *Faculty Manual*, Part II The University's History and Administrative Structure, beginning on page ii-6:

K. Procedure for Selection of the President and Other Academic Administrators.

and, the following changes to the sixth paragraph:

"The selection and appointment of all academic administrators shall be in conformity with applicable University Affirmative Action policies and procedures. In particular, in the selection of each search and screening committee, ~~black and female representatives~~ diverse representation with respect to race and gender shall be included whenever feasible. Form CUFM-1001 in Appendix D shall be used to document the composition of the search and screening committee and the appointment procedure. After all required signatures have been obtained, the President's office will forward this form to the immediate supervisor of the selected administrator, with a copy to the office of the Faculty Senate.

Approved by the Policy Committee.